



2017 ANNUAL REPORT

UNITED STATES SECRET SERVICE
U.S. DEPARTMENT OF HOMELAND SECURITY



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The U. S. Secret Service has a very dedicated workforce that is committed to successfully fulfilling our integrated missions of protection and investigations. The quality and professionalism of our workforce is without parallel.

In 2017, you met the challenging demands of the Presidential Inauguration, the Presidential Address to a Joint Session of Congress, the 72nd Session of the United Nations General Assembly, and numerous other domestic and foreign protective responsibilities.

This agency continued to be recognized worldwide for its investigative expertise and its aggressive and innovative approach to the detection, investigation, and prevention of financial crimes. We also transformed our cybersecurity readiness posture to become a top rated component in the Department of Homeland Security.

The benefits of highlighting the uncompromising excellence and uncommon professionalism of our personnel, and the personal sacrifices each of you and your families make every day cannot be overstated. Your dedication and professionalism demonstrates our commitment to excellence.

I am pleased to report that we continue to make great progress towards our leadership development, agency transparency, employee morale, training activities, hiring initiatives, retention incentives, improved work life balance, and obtaining the financial resources and equipment needed to meet the incredibly demanding and challenging operations of this agency.

The work we do as an agency is critical to the vitality of our nation, and it starts with our exceptional workforce. Every employee, at every grade-level, and in every position, contributes to the Secret Service mission. Our mission is one that requires constant vigilance and commitment from each of our employees, at all times. Recognizing and celebrating these achievements is something that is very important.

The men and women of this agency continue to persevere and accomplish our mission while exemplifying our core values of duty, justice, loyalty, honesty, and courage and upholding the Secret Service motto of "Worthy of Trust and Confidence." The content of the 2017 Annual Report speaks to the successes of our unsung heroes, the men and women of the Secret Service. On their behalf, I present to you the 2017 Secret Service Annual Report.

MESSAGE FROM THE DIRECTOR



THE SECRET SERVICE DEFINED

Mission

The mission of the Secret Service is to ensure the safety and security of the President, the Vice President, their families, the White House, the Vice President's Residence, national and visiting world leaders, former United States Presidents and events of national significance. The Secret Service also protects the integrity of our currency and investigates crimes against our national financial system committed by criminals around the world and in cyberspace.

Vision

The vision of the Secret Service is to uphold the tradition of excellence in its protective and investigative mission through a dedicated, highly trained and diverse workforce that promotes professionalism and employs advanced technologies in support of its programs and activities.

Values

Each point of the Secret Service Star represents one of the agency's five core values: duty, justice, courage, honesty and loyalty. These values, and the Secret Service motto, **"Worthy of Trust and Confidence,"** resonate with each man and woman who has sworn the oath to uphold them.





OFFICE OF PROTECTIVE OPERATIONS

The U.S. Secret Service (USSS) is recognized for the physical protection it provides to the Nation's highest elected leaders, visiting foreign dignitaries, facilities, and major events. In order to ensure a secure environment for protectees, the USSS integrates a variety of innovative cutting edge technologies and maintains a highly skilled and motivated workforce.

Using advanced countermeasures, the USSS executes security operations that prevent, deter, mitigate, and decisively respond to identified threats and vulnerabilities. Specialized resources within the USSS enhance the protective environment including: the Airspace Security Branch; the Counter Sniper Team; the Emergency Response Team (ERT); the Counter Surveillance Unit; the Counter Assault Team (CAT); the Hazardous Agent Mitigation and Medical ERT, and the Magnetometer Operations Unit. Other specialized resources also serve to provide protection from threats, including chemical, biological, radiological and nuclear materials, and explosive devices.

Today, the USSS protects:

- The President, the Vice President, and their immediate families;
- Former Presidents, their spouses and children under 16 years of age;
- Former Vice Presidents, their spouses and children under 16 years of age, for a period of not more than six months after leaving the White House;
- Visiting heads of foreign states or governments and their spouses;
- Distinguished foreign visitors to the United States;
- Official representatives of the United States performing special missions abroad, as directed by the President;
- Major Presidential and Vice Presidential candidates, their spouses, and children;
- Other individuals as designated by the President; and
- National Special Security Events (NSSEs).



Protective Accomplishments

In Fiscal Year (FY) 2017, the USSS:

- Met established protective performance measures by achieving a 100 percent success rate in safe arrivals and departures by USSS protectees;
- Provided protection during 5,346 travel stops for domestic protectees and 2,003 travel stops for visiting foreign dignitaries;
- Provided protection for 30 Presidential and Vice Presidential foreign trips;
- Coordinated protective measures for visits of 1,444 foreign heads of state/heads of government and spouses to the United States;
- Successfully coordinated the historic 72nd United Nations General Assembly (UNGA) NSSE in New York City, which included the protection of 126 visiting heads of state/heads of government and 70 spouses;
- Successfully coordinated three NSSEs in Washington, DC and New York, New York;
- Implemented security plans for the International Monetary Fund/World Bank 2017 spring and fall Meetings in Washington, DC, which included protective detail staffing for multiple visiting foreign heads of state/heads of government and the Secretary of the U.S. Department of Treasury;
- Screened over 4 million pieces of mail (letters, flats, and parcels) at the White House Mail Screening Facility;
- Uniformed Division (UD) escorted 2,558 vehicle deliveries to the White House Complex (WHC);
- Provided protection for former Presidents and spouses for a combined total of 1,296 stops and 2,745 calendar days;
- Continued its program to develop new technologies, including the Presidential Limousine, to provide the latest security enhancements for the President and other protectees;
- UD Officers completed more than 1,216 magnetometer/X-ray operations assignments, and screened more than 2.5 million members of the public and X-rayed more than 2 million bags; and
- Seized approximately 13,198 weapons at magnetometer checkpoints; and
- UD Officers executed 366 arrests for a variety of criminal violations, including 32 for Unlawful Entry and 30 for weapons-related charges. UD Officers also arrested 22 fugitives from justice.

National Special Security Events

The USSS is mandated to lead the planning, coordination and implementation of operational security plans at high-profile events designated by the Secretary of the Department of Homeland Security (DHS) as NSSEs.

The USSS carries out its responsibilities by relying on a core protective strategy that leverages partnerships with all participating law enforcement, security, military, and public safety officials.

In FY 2017, the USSS successfully secured three NSSEs that are highlighted here:



Presidential Inauguration, January 20, 2017

- Provided protection for the President and Mrs. Trump, the Vice President and Mrs. Pence, former Presidents Obama, Bush, Clinton, and Carter, their spouses, and designated Administration Officials; and
- Coordinated the development of a comprehensive security plan to protect those in attendance, including the majority of the Nation's leadership from the Executive, Legislative, and Judicial Branches of the Federal Government.

Presidential Address to a Joint Session of Congress, February 28, 2017

- Provided protective details for the President and Mrs. Trump, the Vice President and Mrs. Pence and designated Administration Officials; and
- Coordinated the development of a comprehensive security plan to protect those in attendance, including the majority of the Nation's leadership from the Executive, Legislative, and Judicial Branches of the Federal Government.

72nd UNGA, New York, New York, September 13 through 26, 2017

- Staffed protective details for 126 foreign heads of state/heads of government and 70 spouses; and
- Developed and executed comprehensive security plans for the United Nations (UN) Complex, in conjunction with Federal, State, and local partners to include the New York Police Department (NYPD) and the UN Department of Safety and Security.





Protectee Foreign Travel

In FY 2017, USSS protectees participated in 7,872 domestic and foreign stops, including 372 visits to foreign locations and U.S. territories. Highlights include:

In addition to foreign travel by the President and Vice President, former Presidents made 39 foreign trips. USSS International Field Offices and Protective Divisions assisted with these visits, some of which are listed below:

Presidential Trips

- Riyadh, Saudi Arabia May 20-22
- Jerusalem, Israel May 22-23
- Rome, Italy May 23-24
- Brussels, Belgium May 24-25
- Taormina, Sicily May 25-27
- Warsaw, Poland July 5-6
- Hamburg, Germany July 6-8
- Paris, France July 13-14
- Tokyo, Japan November 5-6
- Seoul, South Korea November 6-8
- Beijing, China November 8-10
- Da Nang, Vietnam November 10-11
- Hanoi, Vietnam November 11-12
- Manila, Philippines November 12-14

Vice Presidential Trips

- Kiev, Ukraine January 14-16*
- Zurich, Switzerland January 16*
- Davos, Switzerland January 16-18*
- Munich, Germany February 17-19
- Brussels, Belgium February 19-20
- Seoul, South Korea April 16-18
- Tokyo, Japan April 18-19
- Jakarta, Indonesia April 19-21
- Sydney, Australia April 21-23
- Tallinn, Estonia July 30-31
- Tbilisi, Georgia July 31-August 1
- Podgorica, Montenegro August 1-2
- Cartagena, Colombia August 13-14
- Buenos Aires, Argentina August 14-16
- Santiago, Chile August 16-17
- Panama City, Panama August 17-18

* Vice President Biden

Former President Barack Obama

- British Virgin Islands January 23-February 2
- Tetiaroa Island, Tahiti March 16-April 8 and 15
- French Polynesia Cruise April 8-15
- Milan, Italy May 8-9
- Buonconvento, Italy May 19-24
- Berlin, Germany May 24-25
- Baden-Baden, Germany May 25-26
- Edinburg, Germany May 26
- London, United Kingdom May 26-27
- Montreal, Canada June 5-7
- Bali, Indonesia June 23-28
- Yogyakarta, Indonesia June 28-30
- Jakarta, Indonesia June 30-July 2
- Seoul, South Korea July 2-3
- Sao Paulo, Brazil October 4-6
- Cordoba, Argentina October 6
- Buenos Aires, Argentina October 6-7
- New Delhi, India November 25-28
- Shanghai, China November 28-30
- Beijing, China November 30-December 2

Former President George W. Bush

- Vumbura Plains Camp, Botswana April 1-3
- Maun, Botswana April 4
- Windhoek, Namibia April 5
- Sossusvlei Desert Lodge, Namibia April 6-8
- Puerto Vallarta, Mexico June 8
- Toronto, Canada October 17

Former President William Clinton

- Amsterdam, Netherlands February 5-7
- La Romana, Dominican Republic June 8-11
- Strasbourg, France June 30-July 1
- Berlin, Germany July 1-2
- Medellin, Colombia July 9-11
- Quebec Province, Canada August 13-20
- Toronto, Canada October 3-4
- Montreal, Canada October 4
- Dublin, Ireland October 15
- London, United Kingdom October 18-20
- Paris, France October 20-23

Former President Jimmy Carter

- Edmonton, Canada July 9-12
- Winnipeg, Canada July 12-15

Protective Initiatives

Organizational Structure/Policy Changes

Established and staffed the Obama Protective Division to support the former President and his family.

Staffing

The Office of Protective Operations (OPO) analyzed and executed a Special Agent (SA) staffing increase of Presidential Protective Division (PPD) to accommodate the larger First Family following the transition into the Trump Administration.

In conjunction with the Office of Strategic Planning and Policy (OSP), OPO developed an internal staffing matrix to align all Protective Divisions under the same assumptions and methodology. The model allows for flexible comparisons across the Divisions enabling comparisons regarding training time, days off, and shifts worked.

In an effort to increase CAT and ERT recruitment and staffing, OPO and the Special Operations Division (SOD) worked closely with the Office of Human Resources (HUM), and the Management and Organization and the Talent Acquisition Divisions to implement an SOD hiring initiative to recruit active duty U.S. military personnel with suitable tactical skills and experience. A direct-hire Entry Level Assessment Center (ELAC) was conducted in FY 2017 to identify potential candidates. Applicants from this ELAC are in the hiring process for projected hire in FY 2018.

UD and the Vice Presidential Protective Division (VPD) worked jointly to increase the Magnetometer Advance Program to allow magnetometer advance coverage for all VPD details

Retention

In close conjunction with HUM, OPO implemented a UD Retention Incentive Service Agreement, which offered a 5 percent retention bonus for UD members who elect to participate (ended May 13, 2017).

Training and Awareness

PPD

- Supervisors participated in White House Military Office Emergency Action Course; and
- Participated in a Federal Bureau of Investigation (FBI) Crisis Incident Response Group Training.

SOD

- SOD - CAT/ERT personnel participated in the Northern Red Opposed Close Quarter Battle Course; and
- SOD personnel attended the ADS, Inc. Warrior Expo® to more effectively leverage emerging technological developments for equipment used in protective operations.

Former Presidential Protective Details

- The James J. Rowley Training Center (RTC) and the George Bush Protective Division (GBD) conducted full-day scenario based training exercises at Prairie Chapel Ranch, Texas in August. Scenarios included emergency action procedures, protective intelligence, emergency medicine, and evacuation drills; and
- GBD personnel attended seminars at EXOS Sports Nutrition and Fitness Corporation to design a fitness and nutrition program for members of the Division mountain bike riding team.

UD

- Implemented UD White House Branch (UDW) and ERT Field Training Officer programs; and
- Supported 671 operational UD personnel participating in one or more 8-hour blocks of Mission In-Service instruction, for a total of 13,552 training hours with blocks of instruction comprised of Judgement and Tactics, Legal, and Operational Development.

Canine (K-9)

- Graduated one Explosives Detection Team (EDT) Class (added seven EDTs);
- Graduated one ERT K-9 class (increased operational ERT K-9 teams to 25);

- UD Personnel Screening Canine Officers – External Training:
 - Miami Dade Police Department (March 2017; three teams);
 - NYPD (August 2017; three teams); and
 - Transportation Security Administration (TSA) San Antonio, TX (July 2017; two teams).

Joint Operations Center (JOC)

- Developed a formalized training plan for UD members;
- Held the initial class in May 2017 with RTC assistance;
- Implemented a program for new JOC Assistant to the Special Agent in Charge to shadow UDW Watch Commanders during a typical day for situational awareness;
- Created a formalized JOC School with students from all Divisions working in the JOC; and
- The next JOC School is slated for the spring of 2018 after the planned JOC renovation.

Operations, Services, and Special Projects

Gunshot Detection (GSD)

OPO, in conjunction with the Technical Security Division (TSD), acquired, deployed, and integrated Gunshot Detection Systems at the Vice President's Residence (VPR), the WHC, and other areas in the National Capital Region (NCR) in a pilot program. Full operational capability is awaiting final ratification of a memorandum of understanding (MOU) with the Metropolitan Police Department (MPD), U.S. Capitol Police (USCP), and the U.S. Park Police (USPP).

Unmanned Aircraft Systems (UAS) and Counter-Unmanned Aircraft Systems (C-UAS)

The UAS and C-UAS programs continued and were expanded during FY 2017. OPO in partnership with numerous internal and external entities pursued several new technologies including:

Tethered UAS Systems

In August 2017, OPO and the Counter Surveillance Division (CSD) conducted a Proof of Concept project to test and evaluate a tethered UAS during a Presidential visit to the Trump National Golf Club Bedminster in Bedminster, New Jersey. The Proof of Concept project helped determine the potential future use of tethered UAS in supporting the agency's protective mission; OPO is working with CSD to procure additional systems.

The Office of Strategic Intelligence and Information (SII), OPO, and the Office of Technical Development and Mission Support (TEC) will pursue a stakeholder working group to identify suitable technologies and a potential roadmap for enterprise-wide implementation.



Drone Defender

The procurement for 10 Drone Defender v.2 systems is ongoing. The contract has been awarded and delivery is expected near the end of the second quarter of FY 2018. OPO and TEC established a working group to develop Internal Operating Procedures (IOPs) and best practices for the Drone Defender System. A training/ demo session was held in December 2017.

C-UAS

TEC completed installation of the C-UAS system at the WHC and VPR in FY 2017. Final system testing is scheduled for the first quarter of FY 2018. Final testing will involve live-fly UAS operations near the President's Park South (the Ellipse) and/or the National Mall. Final IOPs have been completed and will be implemented upon successful system testing.

TEC and OPO are involved in continued discussions to develop C-UAS capabilities at President Trump's Mar-a-Lago and Bedminster residences. Possible solutions may include fixed installations and/or vehicle-based mobile solutions. The timeline for development and installation is under development.

Advance Documents 2.0

OPO and the Office of the Chief Information Officer (CIO) developed a next-generation Advance Documents application in FY 2017. The new web-based system replaces the legacy InfoPath system and provide enhanced end-user functionality. Advance Docs 2.0 officially commenced operations on October 1, 2017. OPO and CIO are continuing to refine the application and provide new functionality on a routine basis.

Events Management

In conjunction with CIO, OPO remains a deeply invested stakeholder in the development of the Events Planning system that is being developed to provide an enhanced replacement for the legacy Combined Operations Logistics Database (COLD) system. These COLD replacement systems are still in the development and testing phases, and will continue to advance through FY 2018. The first phase is expected to conclude in early 2018.

WHC

OPO in conjunction with partners from TEC/TSD and others, developed an action plan to address the findings of the Mission Assurance Review and actions recommended by previous reviews. The plan, consisting of 37 action items, addresses 5 major areas, many of which have already been completed or are in progress.

White House Fence

The planned improvement to the WHC Fence is on-going. Over the past year, TEC, in conjunction with OPO and OSP, received final approvals from the Commission of Fine Arts and the National Capital Planning Commission for the project. The final design for the WHC Fence was approved in August of 2017. Contract solicitations for the procurement of 900 tons of U.S. made steel were made in August of 2017 and awarded in September of 2017. The contract solicitation package for construction was completed in September of 2017 and the contract award is anticipated in FY 2018.

White House Radio Upgrade

In response to recommendations from the Protective Mission Panel, the WHC radio upgrade project was initiated. This multi-year project will modernize the radio system and increase coverage throughout the NCR.

Vice President's Residence Infrastructure and Protective Counter Measures Improvements

Infrastructure and protective countermeasure updates at the VPR continued, to include camera, alarm, and magnetometer modernization.

Vehicles

Next Generation Limousine (NGL) Program

The development, design, and early phase production of the NGLs continued in FY 2017. The first NGLs are scheduled to enter operational service mid-year 2018. After initial delivery, a replacement cycle of 2 vehicles annually is planned to provide a total 10 new vehicles through FY 2022.

New Camp David Limousine

Execution of the new Camp David Limousine contract continued in FY 2017 with development and design of the new vehicles. Once the design and development phase is complete, a prototype is expected for delivery in early 2018.

Fully Armored Vehicles (FAV) Program

OPO continued the process of retrofitting 42 FAVs (Limousine and Follow-Ups) acquired from the Department of State for immediate use during protective missions. In FY 2017, OPO completed the retrofit of and distribution of 16 Limousine and 8 Follow-Up vehicles to Divisions and Field Offices across the USSS. OPO is waiting to take delivery of an additional 4 Limousines and 14 Follow-Ups, which are currently in the retrofitting process. Once the retrofitting is complete, these additional FAVs will also be distributed to Divisions and Field Offices throughout the USSS.

In order to provide a long-term FAV solution, OPO developed a \$140 million initiative, spanning FY 2017–23, to increase the number of service-wide FAVs to 532, while also providing a plan and funding for long-term life cycle maintenance and replacement. In FY 2017, \$9.5 million was allocated to purchase 40 FAVs with future funding requests submitted to DHS beginning in FY 2019.

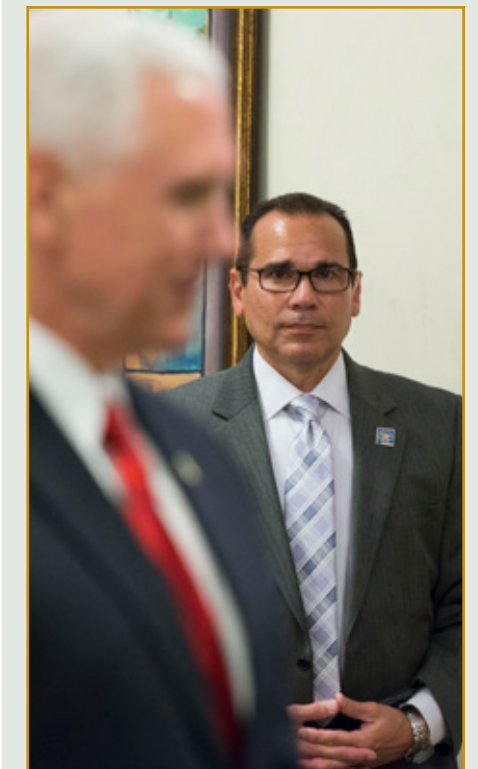
Android Tactical Awareness Kit (ATAK)

OPO has been working closely with the CSD, CIO, and SOD in the incorporation of the ATAK, a mobile-based application. ATAK is designed to provide enhanced situational awareness for USSS personnel using global positioning system technology. ATAK provides a near real time "picture" of personnel, tactical assets, video feeds, sensors, and alarms within a given geographical area.

In FY 2017, ATAK was deployed on a daily base by CSD, SOD elements, PPD, VPD, Dignitary Protective Division (DPD), and the New York Field Office. In addition, ATAK was employed during the 72nd UNGA, the 2017 Presidential Inauguration, a Presidential Address to a Joint Session of Congress, and by several Protection Details of former Presidents and Vice Presidents while on overseas trips. Information technology infrastructure enhancements are being pursued to support a broader use of ATAK throughout the USSS.

JOC Working Group

Improvements and modernization of the JOC are ongoing, with a full remodel scheduled for FY 2018. In preparation for these improvements, a JOC working group was created with members from PPD, UDW, VPD, TSD, CSD, SOD, OSP, and Protective Intelligence and Assessment Division (PID). This JOC working group meets on a regular basis to discuss policies, procedures, and issues concerning the efficient operation of the JOC. In addition, benchmarking of other comparable Operation/Communications Centers was conducted to review structural, administrative, and operational capacities including layout/ design, technology, training, and Concept of Operations. As part of the process, UD and PPD benchmarked other law enforcement agency radio procedures and policies to determine best practices and developed a series of recommendations for PPD, UD, and the JOC.



Partnerships

- Partnered with the CIO to complete the Advance Documents Project and to kick-off the Events Management Project;
- Partnered with the CIO and SOD to bring ATAK under the CIO umbrella to improve future inter-operability;
- Partnered with the Washington Field Office (WFO), SOD, PPD, MPD, USCP, and USPP to draft MOUs relating to GSD systems;
- Coordinated with the U.S. Immigration and Customs Enforcement's Homeland Security Investigations and TSA to provide manpower support for NSSEs;
- Continued partnership with the NYPD for NSSE support as with ongoing protective measures related to Trump International Hotel and Tower, New York;
- Partnered with the Naval Support Activity Washington to update the Facilities MOU, to draft a Tactical Support MOU, and to draft a Joint MOU with MPD and WFO for explosive ordnance disposal response to the VPR for suspicious package/K-9 alerts;
- Partnered with Administrative Operations Division (AOD) and TSD to move the VPR Barrier Contracts to TSD and merge with the White House Barrier Contract slated for FY 2019;
- Partnered with MPD – Special Weapons and Tactics (SWAT), USPP (SWAT and Aviation), the FBI Hostage Rescue Team, and U.S. Customs and Border Protection (Air and Marine Operations) to establish a quick reaction force MOU;
- Partnered with CIO and the White House Communications Agency on VPD and UD Naval Observatory Branch (UDV) radio upgrades;
- Partnered with TSD and AOD on upgrades to the VPR "UVIS" systems; and
- Partnered with PPD, UDW, VPD, TSD, CSD, SOD, OSP and PID to form the JOC Working Group to contemplate the future structure and operational capability of the JOC.

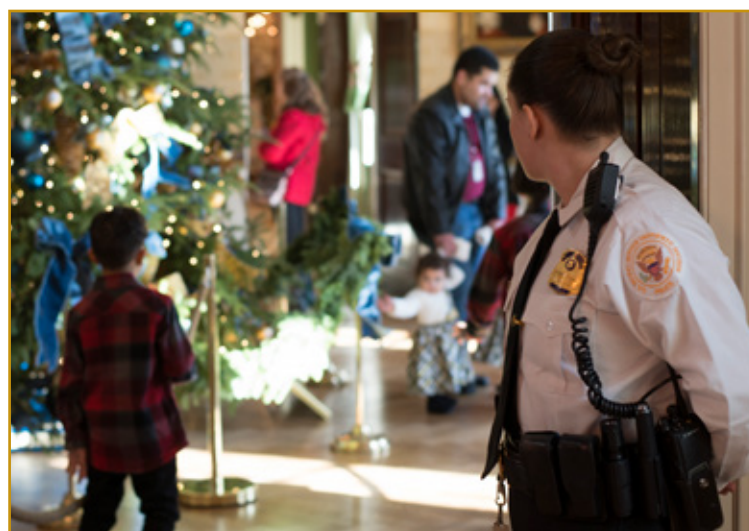
WHC Visitor Data

The statistics represent all visitors processed through the Workers and Visitors Entry System from October 1, 2016 through September 30, 2017:

- Total Visitors – 836,069
- Public Tours – 463,740

During FY 2017, the most notable events included:

- Fall garden tours with approximately 21,934 guests;
- Holiday open houses/receptions with approximately 10,606 guests;
- Spring garden tours with approximately 18,500 guests;
- State arrival for Italy with 2,667 guests;
- Annual White House Easter Egg Roll with approximately 18,000 guests;
- Congressional picnic with approximately 1,184 guests;
- Annual Independence Day Event which included approximately 7,000 guests;
- Trick-or-Treat Halloween Event with approximately 3,217 invited school children and family members;
- Kennedy Center Honors Event with approximately 377 guests; and
- Congressional Ball with approximately 1,093 guests.





OFFICE OF INVESTIGATIONS

In 1865, the U.S. Secret Service (USSS) was created to investigate and prevent counterfeiting. Today, the agency's investigative mission has evolved from enforcing counterfeiting laws to safeguarding the United States' payment and financial systems from a wide range of financial and computer-based crimes. To combat these crimes, the USSS has adopted a proactive approach, using advanced technologies and capitalizing on the power of task force partnerships. Computer experts, forensic specialists, investigative experts, and intelligence analysts provide rapid response and critical information in support of financial analysis, infrastructure protection, and criminal investigations.

The USSS has evolved into an agency recognized worldwide for its investigative expertise and its aggressive and innovative approach to the detection, investigation, and prevention of financial crimes. Every day, the USSS conducts investigations to identify, locate, and apprehend individuals and criminal organizations targeting the Nation's critical financial infrastructure and payment systems.

In FY 2017, the agency executed 2,193 arrests across the following case areas:

- Counterfeiting of U.S. currency;
- Access device fraud (including credit and debit fraud);
- Cyber intrusion;
- Identity crimes;
- Bank fraud;
- Illicit financing operations; and
- Protective Intelligence.



CRIMINAL INVESTIGATIVE DIVISION

Counterfeit Investigations

The threat of counterfeit currency to the United States' financial system has grown in recent years. Advances in technology, the availability of scanning and printing devices, and the adoption of the U.S. dollar by nations as their legal tender have exacerbated the threat. To counter these threats, the USSS focuses on strategic international investigations targeting counterfeiters and their distribution networks. The agency has also initiated a comprehensive international forensic counterfeit detection training program for bankers and law enforcement officers overseas.

FY 2017 Highlights:

- Prevented the circulation of over \$73 million in counterfeit U.S. currency;
- Arrested 1,548 criminals as a result of counterfeit investigations;
- Suppressed 101 counterfeit manufacturing plants; and
- Counterfeit Operations/Counterfeit Forensics Section provided 60 Administrative Officers from around the country with valuable investigative, administrative, and logistical support in furtherance of our collective efforts to deter the distribution of counterfeit currency.

Significant 2017 Transnational Counterfeit Investigations

Project South America

Project South America is the combined oversight of USSS anti-counterfeit efforts in Colombia and Peru. The goal of Project South America is to reduce the production, sale, and distribution of counterfeit U.S. currency within Colombia and Peru and its export to other countries. Tactics include providing the training, strategy development, and infrastructure improvement to foreign law enforcement partners. Since 1986, USSS has recovered approximately \$929 million in South American-produced counterfeit U.S. currency passed and seized globally. In FY 2017, Project South America anti-counterfeit efforts seized \$62.9 million, arrested 128 individuals, and suppressed 9 counterfeit operations.

Cyber Operations

The quantity and sophistication of cybercrimes targeting U.S. financial institutions and critical infrastructure have increased as a result of the combination of advanced technology and the Internet. Today, criminal trends show an increased use of phishing emails, account takeovers, malicious software, hacking attacks, and network intrusions resulting in significant data breaches. To protect the Nation's financial infrastructure from cyber and financial criminals, the USSS has adopted a multipronged approach that includes:

- Providing computer-based training to enhance the investigative skills of Special Agents through the Electronic Crimes Special Agent Program;
- Establishing a Computer Emergency Response Team in coordination with Carnegie Mellon University;
- Maximizing partnerships with international law enforcement counterparts through overseas Field Offices;
- Providing computer-based training to state and local law enforcement partners to enhance their investigative skills at the National Computer Forensics Institute; and
- Collaborating through an established network of 46 Financial Crimes Task Forces and 40 Electronic Crimes Task Forces.

In FY 2017, the USSS made 293 cybercrime arrests and prevented over \$2.8 billion in potential loss and \$106.3 million in actual loss.

Electronic Crimes Special Agent Program (ECSAP)

The USSS established the ECSAP to provide Special Agents with advanced computer and digital media forensics training. ECSAP training is divided into three tiers: Basic Investigation of Computer and Electronic Crimes; Network Intrusion Responder; and Computer Forensics. Since its inception, this program has trained more than 1,900 Special Agents who are deployed in over 100 offices throughout the world.

FY 2017 ECSAP Highlights:

- ECSAP agents processed approximately 528 terabytes of data on 2,408 devices;
- Forensic Partnering Reporting (FPR), which includes State and local ECSAP trained personnel, conducted approximately 37,977 device exams and processed approximately 4,245.02 terabytes of data. This is based on current reporting by the State and local taskforce partners and is subject to change as additional reporting comes in;
- The Office of Investigations (INV) has filled four GS-1801 Network Intrusion Forensic Analyst (NIFA) positions. There are two candidates in the background stage and five more candidates tentatively authorized to hire to fill these GS-1801 (NIFA) positions; and
- The ECSAP Program has a Clean Room facility at the Headquarters Memorial Building to conduct forensic data recovery. This facility processed seven Federal criminal investigations, seven State/local criminal investigations, and six Federal/State administrative requests. The Criminal Investigative Division (CID) ECSAP Clean Room is the only one in the USSS. This type of data recovery requires a highly specialized skill set with which we are able to recover the data from corrupted, defective, or intentionally destroyed electronic devices and storage media.

FY 2017 Network Intrusion Responder (NITRO) Highlights:

- There are 243 NITRO agents trained in the USSS, with 154 active NITRO agents assigned to 63 INV Offices;
- The total fraud loss for NITRO investigations was \$89,708,465; the average fraud loss per incident was \$636,230;
- NITRO agents investigated 253 network intrusions;
- NITRO, partnering with the National Cyber-Forensics & Training Alliance (NCFTA), was the primary means of network intrusion notification;
- There were 46 USSS agents and 4 Immigration and Customs Enforcement (ICE) Homeland Security Investigations (HSI) agents trained in basic NITRO; and
- NITRO held its first Hack-it and Track-it course, which advanced network intrusion techniques to NITRO and ECSAP-Cyber Forensics agents.



Cyber Intelligence Section

The Cyber Intelligence Section (CIS) is a Headquarters-based operational investigative unit. It is responsible for developing and coordinating the USSS' national response to the cyber Transnational Organized Criminal (TOC) threat targeting the Financial Infrastructure of the United States of America by supporting and developing USSS cybercriminal investigative strategies, investigations, and other operations.

The CIS has the capability to engage in long-term investigations and strategic criminal intelligence targeting and attribution initiatives principally for understanding the threat picture with regards to Protecting the Financial Infrastructure.

Our strategy in FY 2017 specifically addressed our long-term plan to counter the networks of TOC groups. It is well known that the cyber TOC often choose to live in countries that are uncooperative with the United States. It is also known that the cyber TOC travels internationally and, on rare occasions, it is discovered that they are living in the United States. As a part of our strategy, the USSS takes advantage of the opportunity for apprehension when TOCs are located in countries that cooperate with the United States law enforcement community and judicial system.

FY 2017 Highlights:

- On November 15, 2016, Oleksii Deinega was arrested upon his return to the United States while traveling abroad in the Ukraine. Deinega has been a member of elite Russian speaking cybercriminal forums since 2001 and his associates include many of the most significant members of these forums. Deinega specialized in operating ATM cash out crews in Canada while he resided in Ukraine. Deinega immigrated to the United States in 2013.
- On December 6, 2016, a Ukrainian national, Ruslan Yeliseiev, was arrested in Israel. CID/CIS was investigating this cybercriminal, who is known by the nickname Assassin. Yeliseiev is a high-ranking member of the cybercrime community and has engaged in various cybercrimes over the last fifteen years. Yeliseiev's extradition to the United States is pending.
- On February 1, 2017, Alexander Tverdokhlebov was arrested in Los Angeles, California at his residence. Tverdokhlebov has been involved in cyber TOC operations since 2008. He is a member of the most exclusive Russian speaking cybercrime forums where his membership was sponsored by Rescator who was involved in the Target and Home Depot hacks. Tverdokhlebov is known to operate Botnets, run a money laundering ring, and sell stolen credit cards wholesale to distributors.
- On March 4, 2017, the Russian national, Farkhad Manokhin, was arrested while vacationing in Sri Lanka. Manokhin is a key figure in some of the most successful cybercrime organizations known to law enforcement. Manokhin is a member of multiple Russian-speaking cybercrime forums that specialize in attacking United States financial systems and money laundering. It is believed Manokhin knows and works with other high-level cybercriminals who are responsible for such crimes as operating the infamous Zeus botnet. Manokhin's extradition to the United States is pending.
- On July 25, 2017, Aleksandr Vinnik was arrested while traveling to Thessaloniki, Greece. This Russian national has been active on Russian-language underground forums since at least 2002. Vinnik's primary area of expertise exists in the operation of unlicensed money service businesses to provide electronic currency exchange and money laundering services to the cyber underground. Using the online nickname "WME," Vinnik offered these services anonymously through numerous websites. The most recent and notable being BTC-E.com which was founded by Vinnik and a number of other Russian nationals in 2011. BTC-E.com is an online exchange and trading platform for the anonymous cryptocurrency Bitcoin.

Electronic Crimes Task Forces

In 1995, the USSS created the New York Electronic Crimes Task Force (ECTF). As a result of its success, Congress mandated the establishment of a national network to prevent, detect, and investigate electronic crimes, including potential terrorist attacks against critical infrastructure and financial payment systems. Today, the USSS' 38 Domestic and 2 International ECTFs leverage the combined resources of academia, the private sector, and local, State and Federal law enforcement. These partnerships allow ECTFs to adopt a proactive approach and successfully prevent cyber-attacks before they occur.

Financial Investigations

The USSS is recognized worldwide for its investigative expertise and for its aggressive and innovative approach to the detection, investigation, and prevention of financial crimes. As payment methods have changed over the years – from coin and paper currency, to checks, credit cards, and now, online transactions – the scope of the USSS' investigations has expanded. In FY 2017, financial crimes investigations produced 1,048 arrests worldwide and prevented over \$1.6 billion in potential loss and \$508.3 million in actual loss to the financial system.

Financial Crimes Task Forces

Financial Crimes Task Forces (FCTFs) combine the resources of the private sector and other law enforcement agencies in an organized effort to combat threats to United States financial payment systems and critical infrastructures. In FY 2017, the USSS maintained 46 FCTFs located across the country.





Critical Systems Protection

The mission of Critical Systems Protection (CSP) is to implement sufficient security controls on computer networks, information systems, and critical infrastructure to eliminate or reduce the risk of a cyber-attack which could have an adverse effect on the life and safety of a protectee or disrupt the implementation of the physical security plan.

FY 2017 Highlights:

- Conducted 264 advances in support of the cyber protective mission;
- Continued to successfully deploy the first full-time, USSS/CSP Liaison in partnership with the Executive Office of the President and the White House Communications Agency. This successful partnership directly joins key forces in identifying cyber threats targeting USSS protectees and venues. This effort has enriched the threat information sharing platform and enhanced our cyber security posture;
- Collaborated with the University of Texas San Antonio (UTSA) regarding the design, focus, and research objectives of a Cyber Protection Operations Center. Members from the Intelligence Community and DOD have committed to occupying space in the center upon its completion. UTSA is already home to the National Science Foundation Funded Center for Security and Privacy Enhanced Cloud Computing, The Cyber Center for Security and Analytics, The Center for Infrastructure Assurance and Security, and The Institute for Cyber Security. UTSA has cultivated important partnerships with several private industry partners as well and is currently ranked as the #1 cybersecurity educational program;
- Collaborated with the Intelligence Community and private sector via the Critical Infrastructure Subcommittee to support the 72nd United Nations General Assembly in New York, NY, a designated National Special Security Event;
- Continued to enhance the CSP Program's Computer Network Defense mission by implementing sensors on a critical security and observation network, allowing the Service to proactively address cyber threats to its protective mission;
- Employed two full-time contractors to assist in the CSP Program's Computer Network Defense mission; and
- Renewed an important partnership with a Federally Funded Research and Development Center (FFRDC) that previously assisted in the completion and implementation of a custom-designed network traffic analysis tool. The FFRDC provided significant software updates to this tool and provided hands-on technical training that will help ensure the USSS continues to successfully identify and counter cyber threats to its protective mission.

Mobile Wireless Investigations

In FY 2017, the USSS conducted 691 Mobile Wireless Investigations (MWI). The USSS deploys this technology, in compliance with applicable requirements for judicial authorization, to assist in the investigative and protective missions and to support local, State and Federal partners. Throughout FY 2017, 24 special agents received training as part of the MWI Basic Course. To date, there are 85 active mobile wireless trained special agents assigned to teams across 25 domestic Field Offices.

Asset Forfeiture

The Asset Forfeiture Branch manages the asset forfeiture program and provides guidance and field support in managing administrative, civil, judicial, and criminal forfeitures.

Forfeiture is a critical tool in disbanding money laundering, fraud-related crimes, racketeering and other forms of organized criminal activity. In FY 2017, the USSS carried out 456 seizures that resulted in the recovery of \$42.4 million. From that total \$24.4 million was returned to victims and \$1.6 million was shared with law enforcement to support numerous high impact arrests.

Cell Phone Forensic Program

The U.S. Secret Service Cell Phone Forensic Facility at the University of Tulsa both examines digital evidence from mobile devices such as cell phones, tablets, and Global Positioning System devices and coordinates a field program of mobile device office examiners which includes creating and conducting training classes. Additionally, the Facility oversees a proactive research agenda aimed at developing and testing tools, processes, and technical solutions for forensic examination.

Asset Forfeiture and Money Laundering Task Force

In 2013, the USSS created an Asset Forfeiture and Money Laundering Task Force (AFMLTF). The AFMLTF targets transnational criminal organizations, third-party payment processors and their laundered proceeds. From April through the end of FY 2017, the AFMLTF operated the Global Investigative Operations Center (GIOC) pilot project. Approximately 55 Requests for Information (RFI) from 25 participating Field Offices were processed. GIOC analysts identified \$39 million in assets while over \$250,000 was seized and 16 Federal arrests were made as a result of the GIOC/Field Office collaboration. During FY 2017, the AFMLTF continued to provide analytical and subject matter expert support to criminal investigations in the field, as well as proactively identifying and developing 46 criminal cases targeting money laundering criminal enterprises for referral to the field.

National Computer Forensics Institute

The National Computer Forensics Institute (NCFI) in Hoover, Alabama is the Nation's only federally funded training center dedicated to the instruction of state and local officials in digital and cybercrime investigations. In FY 2017, the NCFI provided training to 1,072 state and local law enforcement officials, prosecutors, and judges on current cybercrime trends, investigative methods, and prosecutorial challenges. This training allowed USSS forensic investigative partners to conduct over 34,700 computer forensic exams and analyze 6,792 terabytes of information.

Since its inception, NCFI has trained:

- More than 6,700 state and local officials;
- Police investigators, prosecutors, and judges from all 50 states and three U.S. territories; and
- Representatives from nearly 2,000 agencies nationwide.

FY 2017 Highlights:

- Eight hundred and three field examinations were completed. Thirteen examinations were completed at the Tulsa Facility (devices sent to the Tulsa Facility are not able to be examined by field examiners, e.g. damaged and encrypted devices);
- Thirty-seven USSS and other law enforcement officials completed advanced cell phone forensics training classes; and
- The Advanced Skimming Device Forensics class curriculum and tools were updated with new training classes slated for October, November, and December of 2017.



Organized Crime Drug Enforcement Task Forces

In July 2017, the USSS became a member agency of the Organized Crime Drug Enforcement Task Forces (OCDETF), recognizing the importance and value of the OCDETF program for its resources in case development and its ability to identify, disrupt and dismantle the most serious transnational criminal organizations involved in drug trafficking, money laundering, and those that pose that greatest threat to public safety, national security and the nation's financial infrastructure.

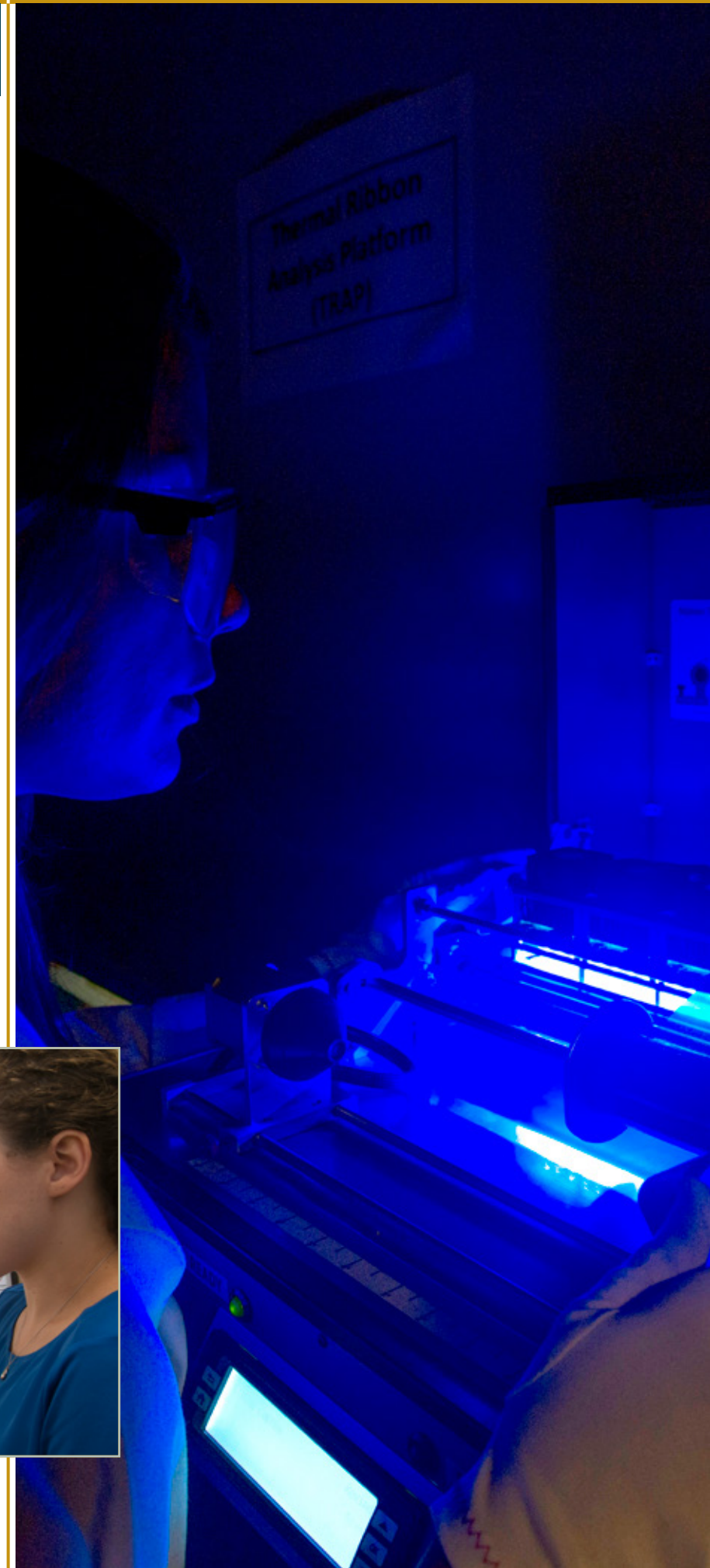
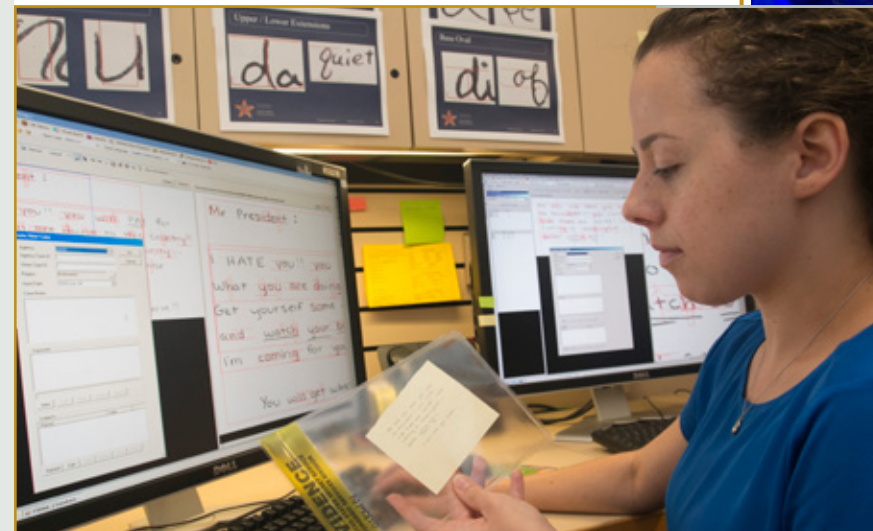
The USSS brings specific skill sets, data, and experience in financial investigations as they related to Transnational Criminal Organizations (TCOs), which are shared with multiple agency partners working within OCDETF on a daily basis. The USSS has successfully presented casework to the OCDETF that was accepted for investigation. Additionally, agency partners share information regarding items of investigative interest to the USSS. This sharing is a collaborative effort to disrupt major TCOs that pose the greatest threat to the United States.

The USSS currently has one GS-14 supervisory special agent (ATSAIC), designated as the Transnational Organized Crime Coordinator, who represents the USSS at the Washington Agency Representatives Group and nine GS-14 ATSAICs assigned as Regional Coordinators representing the USSS in each of the nine OCDETF regions. This USSS personnel meets weekly with the Regional Coordination Group to discuss threat assessment/strategic planning for their region; to discuss regional strategic initiatives and priority targeting; to review and approve case proposals from the various districts in their respective regions; and to provide case coordination assistance within their regions.



FORENSIC SERVICES DIVISION

The Forensic Services Division (FSD) is a multi-disciplined forensic program with a mission to provide accurate and timely forensic examinations, offer training and consultation services, and meet visual communication requirements to support the mission of the USSS. FSD is one of approximately 500 laboratories worldwide accredited to international standards. It maintains laboratory accreditation by the American Society of Crime Laboratory Directors/ Laboratory Accreditation Board to ensure the highest quality of the work product, security of evidence, and impartial rendering of expert opinions. Each Branch in FSD brings specialized knowledge, and working as a team, provides the USSS with a Division that is state-of-the-art.





FSD Laboratory: Fingerprint Operations and Questioned Document Branches

This branch of FSD supports field investigations by analyzing evidence obtained during investigations, provides crime scene assistance and subject matter expertise during courtroom testimony, writes reports regarding scientific findings, and provides training to investigators on forensic analysis and evidence accountability and handling. The laboratory provides a full range of fingerprint related services using the most up-to-date chemical and physical methods for the development of latent prints, operates the USSS' enterprise-wide Live-Scan biometric program, and determines the genuineness or authenticity of documents with conventional and chemical means. It operates the Forensic Information System for Handwriting (FISH) to automate handwriting matches in threat letter cases, and offers unique forensic analysis services to external law enforcement agencies on a routine basis.

FSD Laboratory: Research Branch

This branch of FSD conducts research to improve latent print and questioned document related services. The laboratory sustains the USSS International Ink Library for casework and research uses, which includes over 12,500 samples of writing inks from worldwide manufacturers. This branch also maintains liaison with academia, Federal, State, local, and foreign forensic law enforcement laboratories to keep abreast of scientific developments and publish novel research.

Polygraph Branch

The Polygraph Branch utilizes polygraph examinations to support USSS investigative, protective and personnel screening missions. USSS Polygraph Examiners also assist federal, State, and local authorities in high-priority criminal specific investigations including National Center for Missing and Exploited Children (NCMEC) cases. During FY 2017, the Polygraph Branch conducted 2,474 pre-employment polygraph-screening examinations. The Polygraph Branch also conducted 61 criminal specific issue examinations with significant investigative results that include:

Confession in local police department child physical abuse investigation

February 2017, Los Angeles Field Office – The Long Beach, California Police Department requested USSS polygraph assistance in a child physical abuse investigation concerning allegations that a 5-week old infant sustained significant injuries while under his father's supervision. When questioned by investigators, the father admitted he bounced the infant in his arms but denied causing any injuries to the infant. The father underwent a USSS polygraph examination, which resulted in an evaluation of Deception Indicated. During the polygraph post-test, the father confessed that he grabbed the infant by the forearms in anger and violently shook the infant while telling him to stop crying. The father also admitted he squeezed the infant tightly, causing additional injuries. The father was immediately arrested on charges of child cruelty/causing possible injury/death.

Confession in ICE HSI child sexual abuse investigation

April 2017, Jacksonville Field Office – The U.S. Attorney's Office for the Middle District of Florida requested USSS polygraph assistance in a child sexual abuse investigation. This investigation was initiated through a cyber-tip that a former police officer paid a woman in Texas to send a videotape of the woman's 3-year-old daughter being sexually assaulted. The suspect was arrested by the ICE HSI and he later agreed to a USSS polygraph examination. During the polygraph pre-test interview, the suspect acknowledged possession of child pornography for several years but denied any sexual contact with children. The examination resulted in an evaluation of Deception Indicated. During the polygraph post-test, the suspect confessed he sexually abused four minor children including a toddler. Judicial action in this case was continued pending additional investigation and forensic interviews of the newly identified victims.

Additional accomplishments

April 2017 – Initiation of the Polygraph Branch Force Multiplier Program (POLY-FX) to provide additional capacity through the recruitment and recertification of former USSS Polygraph Examiners currently holding other USSS assignments.

June 2017 – Presentation of the first annual Frank A. Seckler Award for exemplary performance and dedication to the USSS Polygraph Program. Frank A. Seckler joined the USSS in 1934. He became a famous undercover agent and the first USSS polygraph examiner. Senior Special Agent/Polygraph Examiner Lonnie Falgout (FSD/DAL) was recognized as the winner of the inaugural Frank A. Seckler Award.

August 2017 - Successful completion of the National Center for Credibility Assessment (NCCA) Quality Assurance Program (QAP) biennial inspection. For the third consecutive period (2013, 2015, and 2017), the NCCA QAP determined the USSS Polygraph Branch met the standards required of a Federal polygraph program.



Visual Information Branches (VIB)



Provides a variety of creative and forensic support services to the USSS, and deploys a unique blend of technologies and expertise in forensic and documentary photography, graphic and web design, composite suspect sketches, geospatial imaging, video and multimedia production, forensic audio/image enhancement, forensic speaker recognition, 3D LiDAR (Light Detection and Ranging) data collection, modeling, animation, and simulation.

VIB Special Projects (FY 2017)

- Produced three Uniformed Division (UD) Operational Exercise video scenarios used as part of the UD Lieutenant's Promotion Examination. These video scenarios depict various situations routinely encountered by UD personnel. The Uniformed Division used these movie scenarios during the exam process in order to test how candidates would respond in writing to each scenario;
- Provided multimedia support to the Inspection Division in response to the White House Complex security compromise where a fence jumper went undetected for a period. Both classified and unclassified videos were produced using time-stamped White House and surrounding building security footage to document the subject's movements. Congress required an uninterrupted record of video showing the subject during his entire time around the complex (approximately 8 hours). This multifaceted video project included graphics, animation, a date and time stamp and a multi-camera view of several security cameras highlighting the subject as he trespassed on White House grounds. This project required personnel working two weekends in a row in order to provide the finished product for DHS and Congressional review;

- Provided a 3D model of the White House featuring the newly designed, proposed fence being considered for the White House Complex. The model is viewable using immersive virtual reality (VR) goggles so that stakeholders can view the fence virtually from inside the model. This unique perspective gives planners and subject matter experts the benefit of looking at the fence from all angles and positions as they evaluate the proposed security measure. A presentation, using this model, was made to members of Congress and White House staff. This project took three people two months to build;
- Developed a phone-based, virtual reality application for the Presidential Protective Division to use as a site familiarization tool;
- Completed the design and production of materials for the USSS recruitment efforts. The "Worthy" image campaign was an update of the Agency's recruitment marketing efforts and public affairs image initiatives. Work included designs to attract a diverse group of potential employees. These various marketing campaigns were produced for external recruitment websites, digital marketing avenues, and printed materials;



- Provided photographic assistance to the Washington Field Office during the execution of several search warrants. The imagery is used for both criminal investigations and for training and recruitment initiatives; and
- Provided training in forensic photography to the USSS' Uniformed Division Crime Scene Unit and training in arson investigation photography to employees of the Federal Emergency Management Agency.

VIB Casework Statistics (FY 2017)

- The following cases included 21 homicide cases and 4 child related cases:
 - Video Enhancement cases: 50
 - Audio Enhancement cases: 15
 - Forensic Speaker Comparison cases: 6
- The average turn-around time for all FY 2017 enhancement cases was 14 days;
- Twenty-four percent of all enhancement cases were completed in less than 3 days and 11 percent in 1 day;
- Composite suspect sketches to support criminal investigations by local law enforcement agencies: 11;
- Outside agencies that were assisted include: Arlington PD; Bureau of Alcohol, Tobacco, Firearms and Explosives; DC Assistant U.S. Attorney; Drug Enforcement Administration; Capitol Police; Prince George's County Police; Washington Metropolitan PD; National Center for Missing and Exploited Children; the Maryland National Capital Park Police; U.S. Park Police, among others; and
- Internal submitters include Investigative Support Division; Dallas FO; National Threat Assessment Center; Uniformed Division and Inspection Division.

National Center for Missing and Exploited Children (NCMEC)

The USSS provides forensic, technical, and investigative support to the NCMEC. As part of this effort, in 1997, the USSS established Operation Safe Kids to promote the safety of children by providing parents and guardians with a document containing the child's biographical data, a current photograph, and a set of digitized, inkless fingerprints. In FY 2017, nearly 2,500 children were fingerprinted and photographed during numerous events.

In January 2016, the Forensic Services Division (FSD), NCMEC established the "Childhood Smart Program" as an initiative to educate parents and children regarding internet safety and abduction prevention strategies. The Childhood Smart Program is a joint partnership with NCMEC, in which the USSS delivers NCMEC's "Kismartz" and "Netsmartz" programs. Since the program's inception, the USSS has delivered safety resources to approximately 6,800 children in the DC, Maryland and Virginia area.

In March 2017, FSD/NCMEC, established the Ambassador's Program in an effort to identify employees throughout the Nation who are willing and able to bring the Childhood Smart Program to schools and communities in their district. USSS Ambassadors serve as a local representative of the FSD/NCMEC by educating their local community on the scope of the problem of child abduction and exploitation. The USSS has identified and is currently training 105 Ambassadors nationwide.



INVESTIGATIVE SUPPORT DIVISION

The Investigative Support Division (ISD) features a 24-hour Operations Center that provides rapid identification of assets and background information on individuals, groups, and businesses in support of the investigative and protective mission. In FY 2017, the Operations Center conducted approximately 4,107 searches in support of agents in the field. In addition, the ISD Operations Center serves as the point of contact for all active USSS arrests warrants. In FY 2017, the ISD Operations Center entered 439 warrants into the National Crime Information Center (NCIC) system and assisted the Field Offices to clear 443 warrants following arrest. Throughout the year, ISD continued to leverage emerging digital technologies through the research and testing of facial recognition and open source social media.

INTERNATIONAL PROGRAMS DIVISION

International Field Accomplishments:

- Supported 297 international protective stops;
- Assisted USSS counterparts in securing the arrest of more than 44 criminal suspects implicated in currency counterfeiting, financial crimes and cyber cases;
- Seized over \$65.8 million in counterfeit U.S. currency prior to its introduction into circulation; and
- Identified more than \$507.5 million in actual losses incurred during financial and cybercrime investigations.

Personnel Recovery Program

The USSS has a dynamic and evolving Personnel Recovery (PR) Program. The PR Program encompasses PR training, the issuance of tracking devices and PR planning. In FY 2017, the International Programs Division (IPD) facilitated the PR training of 94 USSS personnel both internally and externally through interagency agreements. Further, 55 USSS leaders received training in the newly developed Personnel Recovery Incident Management Course. Additionally, IPD continued to provide Shout Nano Tracking devices to USSS personnel stationed overseas. The Shout Nano Tracking devices provide personnel with a mechanism that greatly enhances an isolated person's survivability through early and quick notification to our 24-hour monitoring center. Currently, there are 90 Shout Nano Devices deployed worldwide. In addition to PR Plans and Maps that were previously created; there were 33 newly created or updated PR Plans and Maps provided to all personnel travelling overseas on temporary duty assignments for both investigative and protective missions.

International Law Enforcement Academies

The USSS' work with International Law Enforcement Academies (ILEA) provides an opportunity to forge new relationships and share protective and investigative expertise with international law enforcement partners. Providing training to international law enforcement partners has allowed the USSS to expand its investigative footprint in countries where cybercrime is proliferating at alarming rates. Today, the USSS maintains a robust relationship with ILEA locations in Hungary, Thailand, El Salvador, Botswana, and Roswell, New Mexico, as well as a regional training center in Peru. In Calendar Year 2017, IPD trained approximately 750 international law enforcement officers from 77 countries. Additionally, 106 USSS instructors taught 21 courses.



OFFICE OF TRAINING

James J. Rowley Training Center

The Office of Training directs, coordinates, and implements policies and programs associated with U.S. Secret Service (USSS) training and employee development. It develops and implements a broad range of basic and advanced training programs on a continuous basis and initiates, as necessary, long-range developmental training programs for all employees.

In Fiscal Year 2017, the USSS' Office of Training (TNG), in tandem with the James J. Rowley Training Center (RTC) continued concentrating efforts to:

- Increase interagency training;
- Enhance and expand career development curriculum and course availability;
- Maintain and develop a next-generation training facility that provides realistic and effective operational training;
- Increase and allocate available resources;
- Identify, procure, and strategically plan future budgetary requirements to include those resources which ensure the future success of the agency's operational, training and employee development goals; and
- Conduct infrastructure upgrades and overheads as allocations by multi-year and special funding.



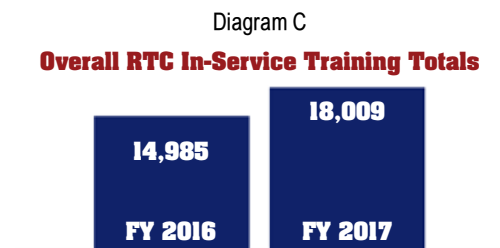
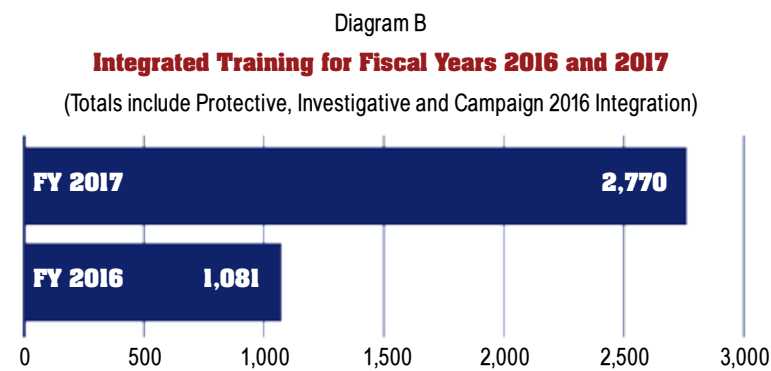
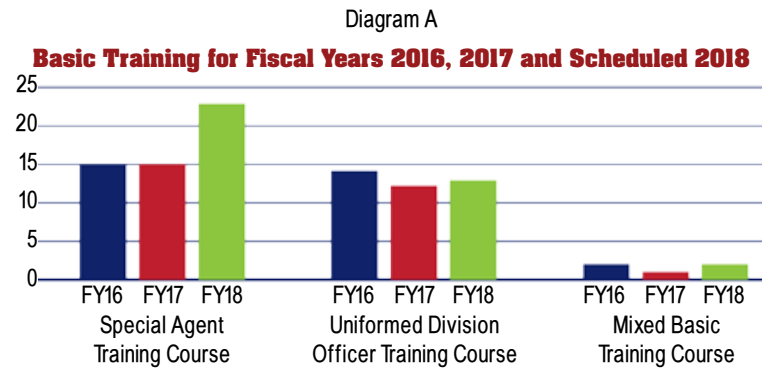


FY 2017 Highlights

Despite unprecedented protective demands for Campaign 2016 and the 2017 Inauguration, as well as the associated RTC staffing challenges, RTC concentrated all available resources to continue offering maximum in-service training opportunities to our operational units, while continuing to train an unprecedented number of basic training courses.

Basic Training

- RTC conducted:
 - 31 basic training courses in FY 2016
 - 15 Special Agent Training Courses (SATC)
 - 14 Uniformed Division Training Course (UDTC)
 - 2 Mixed Basic Training Course (MBTC)
 - 25 courses in FY 2017
 - 15 SATC
 - 12 UDTC
 - 1 MBTC
- Conducting 38 courses in FY 2018 (23 SATC, 13 UDTC, and 2 MBTC) which equates to a 36 percent increase over FY 2017 (see Diagram A); and
- Pursuing additional integrated training efforts by hosting and managing multiple integrated tabletop exercises and joint training exercises (see Diagram B for FY 2016 and FY 2017 accomplishments with this critical USSS strategic goal).



In-Service Training

- During FY 2017, RTC recognized a 20 percent increase in all in-service training over FY 2016 (see Diagram C); and
- During FY 2016-17 and throughout the 2016 Campaign and other critical protective assignments and National Special Security Events, RTC conducted 11 Field Based Protective Advance Training Courses and 23 Detail Training Courses (Campaign Details 1A through 9B, to include several other campaign-related small detail training courses); 1,116 employees were successfully trained for long-term protective and candidate detail assignments.





New FY 2017 Initiatives/Accomplishments

- RTC developed and implemented training for Electronic Control Device (ECD) also known as "Taser". Successfully trained 23 Uniformed Division Officers assigned to the White House, Naval Observatory, and the Foreign Mission Branches to prepare for a six-month ECD End User pilot program. The pilot's success led to the program's expansion to include members of Emergency Response Team.
- RTC conducted over 11,000 firearms quarterly requalifications in the National Capital Region (NCR), as well as over 51,000 mandatory online training instances for the USSS' 6,500 employees worldwide.
- RTC developed the Regional In-Service Training Program (RIST). RIST mandates that every special agent receive 80 hours of training on a biennial basis. While the official kick-off of the first two-year cycle was October 1, 2017, RTC began with a soft opening on April 3, 2017 to coincide with the certification of 22 Regional Field Training Coordinators.
- The Firearms Policy and Development Section successfully conducted four Firearms Instructor Training Course programs, with iterations completed in Miami, New York, and two at RTC. Additionally, they successfully conducted two Service Rifle Instructor Courses and Service Rifle Basic courses for the Carter Protective Detail, as well as jointly for the New York/New Jersey Field Offices and the Office of Protective Operations.

- The Use of Force Branch conducted 42 Service Rifle Training Courses at RTC, training approximately 500 personnel on the new course of fire.
- The Firearms Policy and Development Section completed installation of a modular Firearms Range to allocate dedicated space, and expand capabilities for weapons and ballistics testing. This facility will also enable RTC to develop and validate various ammunition contracts (FY 2017 implementation) and begin development of FY 2018 and out year preparation for the USSS weapons modernization initiative, standards, and protocols.
- The Range Operations Section established an agreement with Federal Law Enforcement Training Center – Cheltenham, and the U.S. Naval Academy, to utilize their range facilities for the expansion of basic and in-service training.
- The Range Operations Section completed comprehensive upgrades to the Baughman Outdoor Rifle and Pistol Range and the Magaw Live-Fire Shoot House to allow for increased training of both in-service and basic courses.
- RTC installed a VirTra model 300 firearms training simulator (Virtual Reality Use of Force Trainer), which allowed a greater number of personnel located in the NCR area to perform just-in-time training with USSS specific scenarios.
- The Joint External Training Section conducted multiple dynamic joint training exercises, testing various collaborative operational security plans at the Executive Office Building, the White House Complex, and several other secure protected sites.
- RTC conducted multiple table top and dynamic joint training exercises, allowing for integrated operational testing and collaboration of multi-jurisdictional entities and operational plans, including the 2017 Presidential Inauguration, White House Complex, and the 72nd United Nations General Assembly.
- To ensure USSS law enforcement personnel are used in assignments which best leverage their skillsets to the benefit of the Agency, TNG hired, and put into service more than nine Law Enforcement Specialists under the National Defense Authorization Act. This realignment of personnel and new influx of Law Enforcement Instructors will provide a nearly immediate increase in the number of instructors available to support the massive increase in planned training provided to current employees as well as to new law enforcement trainees. A total of 3,385 hours have been utilized with this alternate staffing resource.

- RTC continued to update policies and address equipment deficiencies:
 - In August 2017, members of the Firearms Policy and Development Section convened the Use of Force Review Board to analyze use of force incidents as they relate to integrated USSS use of force policy, procedures, and training curriculum; research use of force weaponry systems and their applications; and advise the Director and Executive Staff on issues involving use of force. The board is composed of use of force subject matter experts from RTC and representatives from each Assistant Director's Office. The convening of this board will be dictated by necessity and frequency of the functions listed above, but the convening has been slated for quarterly sessions;
 - Updated numerous RTC manual sections via the formal coordination process to clarify roles and responsibilities, and to improve the delivery of training such as RTC 05-03, Carrying, Deploying, and Transporting Firearms; RTC 05-07, Firearms Assignment and Accountability; and RTC 05-02, Standards and Specifications for Firearms, Ballistic Armor, and Associated Equipment; as well as, several internal critical policies, directive control points, and operating and safety procedures;
 - In March 2017, TNG developed and authored the new Service Rifle Course, and Lesson Plan;
 - In December 2017, RTC procured and installed a new SUV Rollover Trainer to be implemented into future Special Agent and Uniformed Division basic and advanced training;
 - In FY 2017, RTC Registrar's Office implemented the Performance and Learning Management System (PALMS) a critical agency wide learning management system. PALMS will allow for critical just-in-time training to be performed agency wide on a 24-hour basis, as well as service as a repository for all Office of Personnel Management mandated training documentation; and
 - Additionally, the Registrar's Office conducted the stand-up of a new scheduling system entitled Student Administration and Scheduling System, allowing for more efficient and effective scheduling, facility and staff usage, lesson plan management, course financial tracking and management, and student registration and reporting.
- Accreditation
 - Accreditation means an agency has met a set of professional standards related to a specific discipline – in this case, federal law enforcement. Federal Law Enforcement Training Accreditation (FLETA) is the accrediting body for federal law enforcement training. FLETA standards focus on program administration, training staff, training development, and training delivery. The USSS and RTC are committed to offering the highest quality training possible within the Department of Homeland Security. During FY 2017, the Accreditation Section achieved two major accomplishments:
 - RTC originally accredited in 2006 – reaccreditation April 2017
 - Essentials of Instruction accredited in 2006 – reaccreditation April 2017
- Major RTC Facility Upgrades/Projects:
 - 2017 RTC Master Plan - The Architect/Engineering firm HGA delivered the final draft of the RTC Master Plan to the USSS on February 23, 2017. The final draft

- was presented to the National Capital Planning Commission (NCP) on February 24, 2017, for review. The NCP acknowledged support for the 2017 RTC Master Plan, including the site location for the White House Training Facility. The final RTC Master Plan was submitted on November 3, 2017 to the NCP. The NCP reviewed and formally approved the final plan at their December 7, 2017 Commission Meeting;
- The final design for the Maloney Canine Training Facility was completed on June 7, 2017. Bid opening for the project was held on October 16, 2017. Ten proposals were received and the base bid and two options were awarded via a construction contract on November 3, 2017. On November 29, 2017, the USSS Director, the Executive Staff, and RTC leadership conducted a groundbreaking ceremony for the new Canine Training Facility;
- In FY 2017, the USSS signed an agreement with the Federal Emergency Management Agency for use of the Olney facility in support of the RTC training mission;
- Baughman Outdoor Pistol Range renovations began in 2017 and were completed in January 2018; currently the range is in a "Soft Opening" phase;
- Fort Meade Range 10 renovations were completed in October 2017. Two trailers were procured and installed at the range. New trailers provide updated and expanded classroom space and dedicated weapons cleaning facilities;
- Magaw Shoot House renovations were completed in September 2017. The Magaw Shoot House enables the USSS to conduct Close Quarter Battle training for our specialty teams and protective detail training;
- Baughman Outdoor Rifle Range renovations were completed in September 2017. Upgrades included new target equipment, ballistic wall systems and new bullet traps and upgrades to the control towers; and
- Paving Repair and Improvements – The \$2.3 million paving repair and improvements contract was completed ahead of schedule on September 13, 2017.



OFFICE OF TECHNICAL DEVELOPMENT AND MISSION SUPPORT



TECHNICAL SECURITY DIVISION

In conjunction with the Technical Security Division (TSD), the Office of Technical Development and Mission Support accomplished the following in Fiscal Year 2017:

Fixed Protective Sites

- Designed and installed supplemental alarm coverage at the White House expanding the secure perimeter;
- Expanded the White House Access Control System by installing card readers at external vehicle checkpoints' pedestrian gates;
- Printed 14,000 new White House passes for the incoming administration;
- Retrofitted the power systems for all President's Park South (the Ellipse) vehicle barriers to provide increased reliability and reduced time for maintenance;
- Installed two barrier drop arms at the Ellipse vehicle checkpoint to help reduce vehicle barrier strikes;
- Completed design and began installation of an infrastructure project at the Vice President's Residence (VPR); new infrastructure expands both the intrusion detection capabilities and camera coverage areas at the VPR;
- Installed Gunshot Detection Systems at fixed protective sites in the National Capital Region;
- Received final design approval of the White House Fence from the National Capital Planning Commission and the United States Commission of Fine Arts;
- Awarded a contract for the advance purchase of steel in support of the new White House Fence;
- Completed security upgrades and improvements at the new residence of former President of the United States (POTUS) Obama;
- Renovated and improved multiple vehicle gates and officer booths at the White House;
- Began construction on a system to support planned upgrades to intrusion detection systems, cameras, lighting systems and future technology systems on the White House grounds;
- Continued supporting and enhancing several classified operational systems supporting National Security efforts; and
- Began installation of chemical, biological, radiological, and nuclear (CBRN) monitoring capabilities at a protective site in Washington, DC.



Technical Capabilities

- Installed network capability for monitoring of all White House walk-through metal detectors;
- Purchased and deployed a second Mobile, Video, and Alarm Platform to better support protective advances;
- Increased the profiles and inventory of Counter Unmanned Aerial System (C-UAS) capabilities;
- Continued to add new sensor technologies to existing CBRN monitoring systems ;
- Continued to provide technical assistance on the market research for a new wireless intercept platform in coordination with Criminal Investigative Division; and
- Integrated Mobile Adhoc Network into TSD's mesh network to support blue force tracking.

Training

- TSD participated in the 2017 Raven's Challenge which is a full scale counter improvised explosive device Department of Defense (DOD) interoperability training exercise that is conducted annually and included other Federal law enforcement agencies and several state and local agencies;
- Trained 25 United States Secret Service (USSS) personnel as Counter Terrorist Explosive Search Advisors;
- Partnered with the Joint Improvised Defeat Agency United Kingdom liaison cell to train U.S. Explosive Ordnance Disposal (EOD) personnel that support USSS protective missions;
- Collaborated with the Department of Homeland Security (DHS) Office of Bombing Prevention to develop Basic and Advanced Improvised Explosive Device computer based training;
- Conducted White House Complex familiarization training for newly assigned DOD EOD technicians;
- Provided ballistic protection and blast assessment overview training to USSS personnel;
- Facilitated training on various C-UAS systems to protective detail personnel;
- TSD personnel attended the National Association of Technical Investigators Conference, the International Association of Bomb Technicians and Investigators Annual Conference; and
- Provided monthly technical investigative demonstrations and hands on training to criminal investigator's classes at the James J. Rowley Training Center.

Multi-Year Efforts

- Planned the replacement of Intrusion Detection Systems and the Video Management Systems for multiple Field Offices;
- Provided technical support to the Next Generation Presidential Limousine project;
- Continued the research and development of a Gunshot Detection system for mobile applications;
- Initiated Phase 1 of a multiyear effort to upgrade and modernize the USSS Headquarters Access Control System;
- Continued to support the design of the President's Park South (the Ellipse) and the E Street Beautification Projects in conjunction with the National Park Service;
- Continued the testing and specification development of tactical personal protective armor systems;
- Awarded a contract for ballistic protection solutions that allows the USSS to replace and upgrade ballistic glass panels and their support systems;
- Conducted an Advanced Wireless System (AWS) III demonstration after the 2017 United Nations General Assembly (UNGA) in New York City to support the future deployment of wireless video capabilities for both protection and investigation; and
- Continued weekly joint effort with DHS/HSI (Homeland Security Investigations) on the AWS III initiative encompassing the design and development of future mesh video networks.

Protection

- Provided extensive technical support, vulnerability assessments, systems installations, and countermeasures response planning for the following National Security Special Events:
 - 2017 Presidential Inauguration
 - 2017 UNGA 72
 - 2017 Presidential Address to a Joint Session of Congress
- Designed and installed the electronic security systems for the Presidential Transition Office;
- Conducted vulnerability assessments and security system installation at the Trump family residences;
- Renovated and upgraded technical security features to former Presidents Residences and Protective Detail Offices in Washington, DC; Crawford, TX; Kennebunkport, ME; and Plains, GA;
- Designed and installed the electronic security systems for the new private residence of former POTUS Obama;
- Completed multiple security surveys for the residences of Cabinet Members and senior personnel of the POTUS' staff in Washington, DC;
- Continued to provide network support to the USSS Investigative Tracking Program;
- Provided technical support to the USSS Airspace Security program and upgraded system components to improve mission reliability;
- Conducted vulnerability assessments of Trump Tower and Mar-A-Lago residences;
- Designed and procured new mounting brackets to support the installation of protective glass for both the U.S. Capitol and the Presidential Reviewing Stand used during the Inauguration;
- Designed, mocked-up, and procured an armor solution that incorporated White House exterior, providing increased protection to USSS personnel;
- The White House Mail Screening Facility Laboratory tested approximately 5,000 samples for biological threat agents, 2,400 samples for chemical threat agents, and 20 unidentified substances for chemical, biological, and explosive hazard; and
- Provided mobile surveillance platform and protective video support to the Presidential Address to the Joint Session of Congress.



Investigations

- Provided technical investigative support encompassing several Internet Protocol pen registers (electronic intercepts) on significant criminal cases in the Miami and NY Field Office regions;
- Provided technical investigative support on two 'Email Title - III' (intercept) cases; and
- Provided technical investigative support such as Global Positioning System trackers and undercover cameras on hundreds of USSS investigative cases worldwide.



OFFICE OF THE CHIEF FINANCIAL OFFICER



Risk Management and Assurance (RM&A)

Fiscal Year (FY) 2017 RM&A Statistics

- Achieved over 51 percent improvement over FY 2016 results of Internal Control Assessments of the U.S. Secret Service (USSS) business processes pass rate;
- Implemented internal control corrective actions, resulting in a sustained pass rate, up from 20 percent for Test of Effectiveness;
- Conducted over 100 internal control assessments;
- Developed USSS information technology (IT) corrective action plans for Department of Homeland Security (DHS) audit compliance;
- Identified and corrected internal system auditing capabilities, resulting in the elimination of a Notice of Finding and Recommendation (NFR) from an External Audit review;
- Implemented the Streamlined Account Recertification Process for Travel Manager, Oracle, Prism, and Sunflower (TOPS) system, resulting in the required level of effort to perform the task by approximately 90 percent;
- 88 percent response rate for Prepared by Client List from USSS stakeholders—increase from 32 percent;
- Developed and implemented Corrective Action Workshops to assist USSS stakeholders in remediating control deficiencies;
- Established internal control baseline of USSS business processes to suffice Office of Management and Budget (OMB) Circular A-123, Managements Responsibility for Internal Control auditing requirements; and
- RM&A conducted a review of all issued Federal Managers Financial Integrity Act surveys. USSS subsystems were in compliance with required principles and standards as implemented by the Government Accountability Office (GAO), OMB, and DHS, resulting in zero deficiencies.

Partnerships

- Continued to participate in DHS Senior Assessment Team meetings;
- Established bi-weekly meetings with DHS RM&A to discuss the A-123 TOPS identified deficiencies and the status/plan for remediation to include responsibilities and acceptable timeframes;
- Reviewed the Accounting Firm KPMG's FY 2017 Audit status to include TOPS, Financial Repository for Enterprise Data and the Counterfeit Tracking Application;
- Responded to DHS data calls on behalf of the USSS and submitted the requested information to DHS RM&A. Data call information was uploaded into the DHS SharePoint system and the electronic Program Management Office to fulfill DHS/ USSS internal control requirements;
- Monitored and distributed communication to USSS stakeholders regarding upcoming KPMG (external auditor), GAO, DHS auditing requirements, and provided remediation strategies to address those business processes identified as potential audit findings;
- Responded to NFRs identified by external auditing sources, and immediately developed and delivered Corrective Action Planning requirements to USSS stakeholders for the NFR remediation strategy; and
- Submitted all supporting documents to the external audit liaison for inclusion in the assessment of Internal Controls over Reporting audit.

Compliance

- Ensured USSS compliance with the following: (abbreviated listing):
- Office of Management and Budget Circular A-123, Appendix A, Management's Responsibility for Internal Control;
 - The Chief Financial Officer's Act of 1990 – mandate for Federal Financial Management Reform;
 - Government Accountability Office – Standards for Internal Control in the Federal Government;
 - Federal Manager's Financial Integrity Act of 1982;
 - Government Performance and Results Act;
 - Inspector General (IG) Act;
 - Federal Financial Management Improvement Act of 1996;
 - Federal Information Security Management Act of 2002; and
 - Improper Payments Information Act of 2002.

Accomplishment Detail

Internal Control Testing Team

- Completed Congressionally mandated Authorized Uncontrollable Overtime testing/review for the Office of Human Capital (as a third party audit);
- Performed a risk assessment on all business processes including the Entity Level Controls (ELCs);
- Completed the USSS ELC review;
- Performed Test of Design for Budgetary Resources, Financial Management Fund; Balance with the Department of the Treasury, Human Resources, ELCs, and Property;
- Performed a limited procurement review, and determined that Contract Officers Warrant Authority is not maintained for National Archives and Records Administration requirements;
- Performed a Fraud Risk Assessment for FY 2017;
- Prepared the Trend Analysis Report and developed the top three areas for improvement;
- Identified the Real Property variances between the General Ledger (GL) and the Subsidiary GL;
- Identified and documented the Property Expense versus Capitalizing rule non-compliance issues;
- Identified the Undelivered Obligations reporting violations, and provided recommendations;
- Developed the IT Testing Program for FY 2018;
- Developed and executed the Statement on Standards for Attestation Engagements review procedures;
- Identified the DHS Third Party Testing procedures; and
- Developed the Improper Payments Elimination and Improvement Act Testing requirements, and submitted to the Office of the IG.

Corrective Action Team

- Supported the Human Resources award corrective action to add a section reviewer. Office of Personnel Management determined the same finding;
- Recommended the Procurement updates to maintain the Contracting Officer warrant authority for six years;

- Recommended changes to assumption reporting to the international, independent actuarial and consulting firm, Milliman. Supported the actuary review to include changing the checklist, and writing the actuary steps;
- Identified the macro-level impediments to implementing Mission Based Budgeting. The areas included payroll and virtually all third party vendors that interface without the same level of granularity;
- Developed/reviewed Property standard operating procedures (SOPs) for Capitalization of Assets, and Instructions for Equipment Standard Financial Accounting-General Ledger Reconciliation;
- Reviewed/prepared comments for the Administrative Operations Division (AOD) property SOPs, AOD-03(01) Sunflower Assets, and AOD-03(02) Office and Individually Issued Accountable Property;
- Populated the FY 2017 Audit Safety Push questionnaires for TOPS (audit logging and access control), and confirmed entries with TOPS;
- Prepared Corrective Action for Property Reconciliation that will govern all three property sub-processes;
- Successfully supported the KPMG audit during the Financial Reporting;
- Prevented NFRs related to system access and Financial Reporting for the Pension Liability;
- Prepared and submitted the Pension Liability SOP to support the corrective actions taken to date. Also prepared the Pension Liability Checklist to support the remediation of the KPMG NFR in FY 2016; and
- Conducted a review and reconciliation for the Property Subsidiary Ledger to General Ledger.

IT Corrective Action Team

- Prepared the Risk Acceptance Memo for Password Complexity;
- Prepared the TOPS Purchase Card Segregation of Duties for KPMG support;
- Prepared the risk acceptance member for the current initial user name and password distribution; and
- Prepared the DHS Oracle Hardening Guidelines Implementation.



ADMINISTRATIVE OPERATIONS DIVISION

- Researched, reviewed, revised, and completely re-organized all of the Field Offices (to include resident offices/resident agents), protective locations, and Washington DC Occupancy Agreements (OA) to ensure rent bills were in sync with the OAs. This was completed to assist the Real Property Branches so that the OA information was up-to-date, and complete;
- Researched, reviewed, and revised the Manual Note Lease Reports for FY 2017, for quarters two through four. This effort was completed to assist the Real Property Branches;
- Provided assistance and support to the Office of Protective Operations for the 2017 Presidential Inauguration in Washington, DC;
- Planned, coordinated, acquired, and managed administrative logistical support for perimeter assets, space, equipment transportation, and other logistical support as deemed appropriate for the success of National Special Security Events (NSSEs);
- Acquired a major event facilitator to provide perimeter assets for the event. AOD worked with the contractor to successfully implement, and to integrate temporary law enforcement event physical security resource requirements, timelines and planning sequences to support the designated venue requirements; managed the perimeter asset contract, and the acquisition and installation of directional signage for the event;

- Closed out contracts for the 2016 Presidential Campaign, which included the Republican National Convention in Cleveland, OH, the Democratic National Convention in Philadelphia, PA and 2017 Presidential Inauguration in Washington, DC, de-obligating monies from contracts and closing out Reimbursable Work Authorizations (RWAs) with the General Services Administration (GSA);
- Closed out contracts for the 2016 Nuclear Security Summit held in Washington, DC and for the 2015 Papal Visit in Philadelphia, PA, de-obligating monies from contracts and closing out RWAs with GSA;
- Processed 634,211 pieces of incoming and outgoing mail for the Washington, DC area and the Field Offices;
- Acquired a new Xerox Versant 80 Production Press printer and a Canon C800 Image Press to better serve the printing/copying/duplicating needs of USSS employees;
- Managed activities associated with 45 OAs at varied stages and completed Market Surveys for every renewal;
- Recorded and tracked 14 major events due to hurricanes, Harvey, Irma, Jose, and Maria, and provided data to FMD and Budget (BUD) for DHS;
- Completed the 100 percent final design review for the Clinton Protective Division relocation project;
- Continued activities associated with the Presidential Protective Division office space acquisition negotiations, which is in its final phase;
- Reached the 50 percent completion phase of the Vice Presidential Protective Division Restoration Project;
- Supported the 72nd United Nations General Assembly (UNGA) with the acquisition and coordination of equipment, rentals, and services;
- Completed the procurement and installation of the catwalk on the White House to support the Special Operations Division operation and physical security;
- Completed the window film installation on the White House Complex guard booths;
- Completed over 75 service request projects to include patch and paint, lock services, and data and cable installation for Washington DC area offices;
- Completed the installation of a new ramp and garage door in the Brooklyn NY warehouse building 185;
- Completed the build out of the Virtual Training Center in the New Executive Office Building, Washington, DC;
- Completed refurbishing the Shadow Box guard booth at the Eisenhower Executive Office Building;
- Managed approximately 230 vehicle maintenance cards that were assigned to Offices;
- Managed the Public Transportation Incentive Program with 953 participants;
- Managed the Washington DC area parking program that consisted of 322 commercial parking spaces;
- Purchased 166 vehicles;
- Implemented the automated Federal Automotive Statistical Tool (FAST) for OMB and DHS reporting; and
- Initiated exploration of alternatives to collect vehicle mileage for the annual FAST Reporting with Chief Information Officer resources and TOPS maintenance contractors.



Major Programs

- Initiated and successfully completed a capitalized asset inventory. One hundred percent of all capitalized assets were located;
- Manually closed out over 300 pending electronic Report of Survey requests before year-end close-out;
- Created and distributed lapel emblem sets to 5,000 law enforcement and 500 non-law enforcement personnel for the new Presidential Administration; and
- Provided logistical support to the 72nd UNGA with the loading/unloading of five 53-foot tractor-trailers from the Hampton Overlook/V Street warehouses in the Washington DC area to New York City, New York.

Component Acquisition Executive

- Increased Acquisition Workforce Certifications (excluding Contracting Officer Representatives and Contract Specialist) to 98. This is an increase of nine certifications from FY 2016;
- Issued four Acquisition Decision Memorandums to DHS for each Acquisition Decision Event;
- Completed required reporting on all Level 3 Acquisition Programs to DHS; and
- Hosted a training session for the Acquisition Workforce supervisors on certifications, training, and the use of the Federal Acquisition Institute Training Application System.

**Training**

Sponsored training session on the use of the Investment Evaluation, Submission, and Tracking system.

External Requirements

Submitted the Mission Need Statement and the Operational Requirements Document for the Advanced Wireless Services (AWS) III to the Joint Requirements Integration and Management System for review and validation. The Joint Requirements Council (JRC) validated the AWS III, and submitted it to the JRC Knowledge Management Decision Support system.

Awards and Recognition

The Enterprise Resource Management System (ERMS) team received the DHS Non-Major Acquisition Program of the Year Award. The ERMS team led the development of the UD Scheduling system while consistently demonstrating inclusiveness, excellence in performance, openness in using various technology approaches, and unparalleled commitment. They were recognized for program restructure leading to the delivery of new capabilities, exemplary Program Management Leadership, and the use of agile practices and stakeholder engagement.

BUDGET DIVISION

FY 2017 Year End Close Summary

- The overall obligation rate for the one-year Operations and Support and Multi-Year Procurement, Construction, and Improvements (PC&I) account is 98.3 percent. Note: The one-year obligation rate is 99.8 percent.
- Due to the high execution rate, the budget will only carryover \$1.5 million in the protective travel balance into FY 2018. The unobligated balance within the PC&I account remain in the Operational Mission Support (OMS) and Information Integration and Technology Transformation (IITT) programs (\$13.9 million), radio purchase (\$8 million), and POTUS Protection – New York Residence (\$9.5 million) projects. All PC&I funds remain available for FY 2018 obligation.

Major Programs:

- Processed 176 interagency and reimbursable actions totaling \$60.9 million; and
- Obligated 72 contract actions that DHS processed on behalf of the USSS for \$24 million. Of the 72 contracts, 8 will carry-over for award in FY 2018.

PROCUREMENT DIVISION

Provided mission-driven solutions for customers through efficient, effective, innovative, and flexible processes through a trained and certified acquisition workforce working collaboratively with our private industry partners.

FY 2017**Contracts**

Awarded 1,888 contracts

New Initiatives for Major Programs

- Fully Armored Vehicle Contract;
- Childcare subsidy;
- R12 financial system implementation and support;
- National Recruiting Campaign; and
- Travel Management.

Contract Closeout

FY 2017 deobligation balance reduced by 84 percent from \$21 to \$3.39 million.

DHS Metrics

- Small Business (USSS Goal = 37.0 percent) – 35.5 percent; and
- Small Disadvantaged Business (USSS Goal = 9.0 percent) – 14.5 percent.

Training

- Conducted two Contracting Officer Representative (COR) training sessions.

Certification

- Certified 37 new CORs;
- Certified 18 new Level II CORs in FY 2017 – (there are 232 certified Level II CORs currently in the Agency); and
- Certified 19 new Level III CORs in FY 2017 – (there are 91 certified Level III CORs currently in the Agency).

Freedom of Information Act (FOIA)

- Processed 50 FOIA requests; and
- Procurement Division awarded 1,450 contract actions, totaling \$402.2 million in FY 2017.

LOGISTICS RESOURCE CENTER

Statistics**FY 2017 Processed:**

- Flights - ticket count: 60,083
- Rental cars - car count: 9,338
- Protective Stops – 4,927
- Invitational Travel Requests – 186
- Special Agent Training Course classes – 13
- FOIA responses – 70

FY 2017 Highlights:

- NSSEs: 72nd UNGA, Presidential Address to a Joint Session of Congress, 58th Presidential Inauguration;
- Created the Evacuation Allowance Official Message for Hurricanes Irma and Maria; and
- Prompted Defense Travel Management Office to investigate/research Avis/Budget rental car billing practices.



OFFICE OF THE CHIEF INFORMATION OFFICER



Statistics

- In January, the Office of the Chief Information Officer (OCIO), with support from Defense Information Systems Agency (DISA) Communications Management Control Activity (CMCA), flawlessly supported the 2017 Presidential Inauguration National Special Security Event (NSSE). The OCIO configured radio support; manned over 26 security rooms throughout the city; prepared the Director's Crisis Center (DCC) for use; manned the Joint Operations Center 24/7 over several weeks; installed and set up the TSA Freedom Center, Multi-Agency Command Center communications and video components for NSSE operation; and the Joint Information Center (JIC) that was utilized by ABC News to conduct a broadcast. Lastly, 12 of our OCIO detailed Special Agents were assigned protection roles and an additional 85 people within the OCIO Directorate worked a combined total of almost 1,600 hours of additional time in support of the event.
- OCIO deployed over 79 members of its staff to New York City in support of the United Nations General Assembly (UNGA). At UNGA, OCIO deployed over 4,500 pieces of equipment (3 semi-trucks) to outfit 9 major communications sites, over 33 redundant radio sites, more than 300 telephones, and countless event security room deployments. There were no major communication outages during UNGA 72.
- OCIO increased the Information Technology (IT) Investment oversight from \$47 million to \$119 million of the IT Governance Program by establishing 4 funded IT investments for the Offices of Human Resources (HUM), Strategic Intelligence and Information, Protective Operations, and IT Security to ensure their IT initiatives would be properly resourced and planned.

Organizational Structure and Policy Changes

- The IT Review Committee (ITRC) composed of representatives from every Directorate was reinstated, and reviewed, and prioritized over 90 funding requests. The ITRC's recommendations were presented to the Enterprise Governance Council (EGC), and ultimately the EGC and the Executive Review Board (ERB) as part of the Fiscal Year (FY) 2019 resource allocation development process.
- ITRC streamlined over 30,000 IT naming convention/non-conformed IT products in the U.S. Secret Service (USSS) inventory, which previously caused many inaccuracies in the General Ledger. The Enterprise Architecture (EA) team streamlined the entire USSS IT naming convention, and reduced it to 3,500 items, now the USSS can identify End of Life/Support products, remove them from the USSS inventory, and help balance the USSS General Ledger.
- ITRC published 20 policies, and streamlined the entire security process to conform to Department of Homeland Security (DHS) and the National Institute of Standards and Technology guidelines. This initiates security standardization with cyber efforts across DHS.

Operations, Services, and Special Projects

- The Radio Section of the Communications Program replaced older hand-held radio units, and issued over 3,000 APX 6000 model hand-held radio to Special Agents in the field. The Uniformed Division is scheduled for the next issue of updated hand-held units.
- The Wireless Section of the Communications Program issued in excess of 4,000 iPhone smartphones to the workforce as part of refreshing the mobile device inventory being used by USSS employees. New issuances continue to be made.
- The OCIO deployed five of its employee workforce to Federal Emergency Management Agency as part of the Surge Force.
- The deployed employees maintained an average of 99 percent uptime, a total of 174 sites, with 0.25 percent of unscheduled downtime, and 0.65 percent of downtime due to hurricanes Harvey, Irma, and Maria.
- OCIO released the IT Service Portal, which allows USSS customers the capability to create, submit, and track IT tickets online. The IT Service Desk has processed over 44,325 incident tickets, which increased by 61 percent 14,613 service requests, which is a 104 percent increase this year alone with a 77 percent first call resolution rate.

Training and Awareness

OCIO developed training plans for all 5 Directorates to address over 20 specific CIO IT disciplines to increase employee skill sets.

Awards and Recognition

- The Applications Section of the CIO's Information Technology Operations (ITO) Program was awarded the Director's Project Team Award on September 29, 2017, for its creation and development of the Applicant Lifecycle Information System (ALIS) used by HUM. This application significantly improved the timeliness, data availability, accuracy, and transparency within the hiring process of the USSS.
- A member of the Customer Solutions Section of the ITO was included in the Director's Project Team Award as part of the "Digital Policy Team" for work that was performed in a myriad of digital government initiatives.
- ITO was awarded the DHS CIO Add 508 Component Award for significantly improving the Disability Program at USSS.



OFFICE OF STRATEGIC INTELLIGENCE AND INFORMATION

PROTECTIVE INTELLIGENCE AND ASSESSMENT DIVISION

COUNTER SURVEILLANCE DIVISION



The Office of Strategic Intelligence and Information (SII) manages the collection, evaluation, and dissemination of operational intelligence and information affecting the U.S. Secret Service (USSS) protective mission. SII also plans, directs, and coordinates risk assessments, protective intelligence investigations, and behavioral research. Within the SII organizational structure is the Protective Intelligence and Assessment Division (PID), which includes the National Threat Assessment Center (NTAC), and the Counter Surveillance Division (CSD).

As part of the USSS' core objective of preventing an incident before it occurs, PID engages in a multifaceted approach to support protective operations through information analysis, threat investigation, risk assessment, and protective intelligence sharing. On a daily basis, PID receives information from multiple sources that range from concerned citizens, the military, the Intelligence Community, and Federal, State and local law enforcement agencies. Utilizing various methodologies, PID generates risk assessments that are disseminated to USSS management and operational components.

The Counter Surveillance Division (CSD) oversees counter surveillance responsibilities for protectees and venues within the National Capital Region (NCR) and for National Special Security Events. The NCR is a high-threat region that requires a unique set of capabilities to detect asymmetrical threats from potential adversaries that include lone offenders, homegrown violent extremists, and international terrorist groups. CSD provides a well-coordinated, analytical, and investigative infrastructure to better detect suspicious activity and/or pre-attack behavior.

During Fiscal Year (FY) 2017, PID personnel:

- Reviewed 478,436 classified messages;
- Produced 1,353 protective intelligence products;
- Provided 336 external and internal briefings; and
- Provided 14,382 hours of social media monitoring.

During FY 2017, CSD personnel:

Conducted 113 counter-surveillance advances within the NCR for USSS protected sites.

National Threat Assessment Center

The National Threat Assessment Center (NTAC) provides training to internal and external components concerning the prevention of targeted violence and identification of attack-related behaviors. NTAC bases its training on its own behavioral research, which continues to set the standard for threat assessment. NTAC also assists the agency in evaluating the risk an individual may pose to USSS protected interests.

In FY 2017, NTAC representatives:

- Briefed 58 internal and external entities; and
- Conducted eight threat assessment consultations for law enforcement partners.



OFFICE OF EQUITY AND EMPLOYEE SUPPORT SERVICES



Organizational Structure

The Office of Equity and Employee Support Services (EES) is engaged in decisions that impact the workforce of the U.S. Secret Service (USSS). EES professionals are committed to supporting the well-being of the agency's supervisory and non-supervisory employees. The current EES structure allows for a more proactive, collaborative approach to addressing employee concerns by offering specialized assistance through the following programs:

- Equity, Diversity and Inclusion (EDI) Program;
- Employee Assistance Program (EAP);
- Ombudsman Program (OMB); and
- Chaplain Program.

The primary goal of EES is to provide advice and counsel on a variety of agency services, internal policies and procedures and workplace conflicts requiring mediation.

Equity, Diversity and Inclusion Program

EDI strives to promote a healthy working environment through prevention, conflict resolution, and processing of complaints of discrimination for employees, contractor employees, and former employees.

The EDI Program staff members include the Equal Employment Opportunity (EEO) Director, Deputy EEO Director, Complaints Manager, Pre-Complaints Manager, Formal Complaints Manager, Disability Program Manager/Sign Language Interpreter, Affirmative Employment Program Manager, EEO Staff Assistant, two EEO Specialists, and two Program Analysts. The program also includes 23 collateral duty EEO Counselors as well as 6 collateral duty Special Emphasis Program Managers (SEPM).

The EDI Program continues to track and monitor all EEO complaint activity ensuring compliance with 29 C.F.R. Part 1614 and the EEO Commission's (EEOC) Management Directives (MDs) 110 and 715.



Annual Reporting Requirements

On behalf of the EDI Program's annual reporting requirements, USSS submitted six agency level reports to the Department of Homeland Security's (DHS) Office for Civil Rights and Civil Liberties (CRCL) and the EEOC. Our submission provides these organizations with an exclusive internal scorecard of the USSS' progress in the areas of equal opportunity, leadership commitment to EEO, recruitment, complaints processing and activity, and diversity and inclusion throughout our workplace. The following reports were submitted to CRCL and EEOC:

- Federal Equal Opportunity Recruitment Program Plan Certification and Accomplishment Report, which includes the Annual Report on Hispanic Employment;
- Annual Performance Report and Annual Plans on Executive Agency Actions to Assist Minority Serving Institutions Report;
- Notification and Federal Employee Anti-Discrimination and Retaliation Act (No FEAR) Annual Report;
- Federal EEO Statistical Report of Discrimination Complaints Annual Report;
- EEOC MD 715 Annual Report; and
- DHS Disability Employment and Reasonable Accommodation Report

EDI Fiscal Year (FY) 2017 accomplishments relative to the annual reporting requirements:

- Resolved 31 reasonable accommodation requests;
- Reviewed and responded to 124 Executive Secretariat and USSS Directives ensuring no EEO adverse impact to agency policies and employees;
- Maintained a cadre of 23 trained and available collateral duty EEO Counselors;
- Processed 40 Pre-Complaints of Discrimination;
- Processed 23 Formal Complaints of Discrimination;
- Updated and reissued the Director's Annual Policy Statement on Prevention of Discrimination and Harassment within the USSS, encompassing both EEO policy and anti-harassment policy requirements. All leaders are held accountable for creating and maintaining a work culture where everyone has the freedom to work in an environment that is free from all forms of harassment and prohibited discrimination, where individuals are valued based on their contributions, and where all employees have the freedom to fairly compete for opportunities to reach their full potential;
- Reissued the Director's Annual Policy Statement on Increasing Employment of Individuals with Disabilities and Targeted Disabilities within the USSS. The USSS reaffirmed its hiring initiative to increase the employment of individuals with targeted disabilities to two percent over the next five years in the Administrative, Professional, and Technical (APT) occupations; and
- Partnered with each Directorate to develop and submit the Annual EEOC MD 715 Report. Each Directorate engaged in the intricate process of building and sustaining a viable EEO and affirmative employment culture aimed at ensuring fairness and equity in employment related activities throughout the agency.

EEO Complaint Processing

Pre-Complaint Activity

During FY 2017, 38 individuals initiated 40 pre-complaints, representing that 0.58 percent of a workforce population of 6,796 employees initiated pre-complaints.

At the close of FY 2017, of the total 40 pre-complaints initiated:

- Two individuals withdrew;
- One individual settled;
- Six individuals did not file a formal complaint;
- Seven individuals were pending counseling;
- One individual was pending a decision to file a formal complaint; and
- Twenty-three individuals filed a formal complaint.

Overall

It should be noted that EEO pre-complaint activity increased from 37 pre-complaints in FY 2016 to 40 pre-complaints in FY 2017.

Formal Complaint Activity

During FY 2017, 23 formal complaints were filed. This is a decrease from 31 filed in FY 2016.

At the close of FY 2017, of the 23 cases filed:

- Eight complaints were pending investigation;
- Seven complaints were pending hearing by the EEOC;
- Four complaints were pending a Final Agency Decision from DHS CRCL;
- One complaint was pending acceptance/dismissal from CRCL;
- One complaint was dismissed by CRCL;
- One complaint was pending election by EEOC; and
- One complaint was withdrawn.

The top basis of alleged discrimination complaints were reprisal, race, and disability. The top issues of alleged discrimination complaints were identified as harassment (non-sexual), non-selection, and suspension. There were 22 formal complaints filed by different individuals, and 1 complaint filed by an individual with a previous complaint that was not consolidated for processing.

Overall

The total number of individuals who filed formal complaints in FY 2017 comprised less than 1 percent (0.34 percent) of the total civilian USSS workforce of 6,796. This finding is not statistically significant to establish any causal relationship or to glean a discernible pattern from the filings.



Services and Proactive Engagement

EDI Program Initiatives

Early Dispute Resolution Program (EDRP)

During FY 2017, the EDI Program implemented the Early Dispute Resolution Program (EDRP) policy. This policy governs the USSS mediation process, which is the agency's response to the EEOC's requirements for each Federal agency to implement an Alternative Dispute Resolution process. EDRP provides a secure and satisfying way for employees to resolve their workplace disputes during the initial stages.

The main purpose of the EDRP is to help both employees and managers reduce and resolve unproductive conflicts quickly so the mission of the agency can be accomplished as effectively and efficiently as possible. Further, during the EEO intake process, individuals are provided information on the benefits of mediation. Records indicate that during the past year, there was an uptick in the number of individuals requesting to participate in the EDRP mediation process. This is a clear indication that we are on the right path in bringing visibility to the importance and benefits of resolving workplace conflicts in the earliest stages possible.

EDRP Educational Materials

The EDI Program also implemented an aggressive marketing campaign to get the word out about EDRP and to encourage more individuals to utilize EDRP to address workplace conflicts. The program was advertised through newly developed brochures and posters. This information has been distributed to the general workforce and all employees during the complaint intake process as well as the New Employee Orientation Program's (NEOP) agency-wide briefings. EDRP posters have been prominently displayed on the USSS intranet and electronic kiosks throughout the agency's Headquarters Memorial Building. EDI staff has also distributed to all USSS Field Offices, Resident Offices and Agencies and Domiciles to raise awareness of the availability of mediation services.

Program Initiatives

USSS Disability Access Working Group

On April 10, 2017, the DHS CRCL conducted an on-site meeting with the USSS Disability Access Working Group to discuss our agency's efforts on completing the Component Self-Evaluation Methodology in accordance with DHS Directive 065-01. The tasking by DHS CRCL was designed to ensure USSS addressed all impacted program areas for compliance with Section 504 of the Rehabilitation Act of 1973 – a foundational piece of civil rights legislation that commits the Federal Government to ending discrimination against individuals with disabilities in Federal employment in federally conducted and federally assisted programs and activities.

In support of this important requirement, the USSS Disability Access Working Group, comprised of the following Offices and Divisions, were represented at this meeting:

- Office of Human Resources (HUM);
- Office of the Chief Information Officer (CIO);
- Office of the Chief Counsel;
- Office of the Chief – Uniformed Division;
- Office of Investigations;
- Office of Protective Operations;
- Office of Training; and
- Office of Professional Responsibility.

This initial meeting resulted in a subsequent follow-up conference call on August 11, 2017, with working group members and representatives from the Government Accounting Office (GAO) to assess the USSS' progress. Following this meeting, EES submitted the USSS's Self-Evaluation Methodology by the scheduled August 30th deadline and provided several recommendations for managing the proper implementation of regulatory and procedural guidelines. The USSS Disability Access Working Group successfully outlined our agency's consolidated efforts for further strengthening our capability for ensuring non-discrimination for individuals with disabilities (IWD) and individuals with targeted disabilities (IWTd) both internally and externally. Based on our collective findings, the USSS will continually strive to work more cohesively together to further ensure the proper approach, interaction, response, and treatment of IWDs and IWTd.

Training and Awareness

As a proactive measure, EDI continued its partnership with the Office of the Chief Counsel in providing education and training to ensure the workforce is informed on the complaint process, reasonable accommodation program, and the anti-harassment policy.

- During FY 2017, 67 supervisors and managers were trained in the EEO process by participating in the Supervisors Training Program; 566 employees were trained in the EEO process during the NEOP; and 300 Special Agent Trainees were trained in the EEO process as part of their specialized training program.
- On June 12-16, 2017, EDI hosted a 32-hour EEO Counselor Training Course. Twenty-two Collateral Duty EEO Counselors received certificates of completion. EDI also hosted information webinars to reinforce the EEO process and role of the EEO Counselor.
- EDI personnel also provided support to employees, managers, and supervisors through the following courses and seminars covering the regulatory requirements governing equal opportunity:
 - New Employee Orientation Program;
 - Uniformed Division (UD) Introduction Training Course;
 - Special Agent (SA) Training Course;
 - Cornerstone Training for Managers and Supervisors;
 - Seminar for First-Line Supervisors;
 - Emerging Leaders Seminar; and
 - Mixed Basic Training Course.
- On February 22, 2017, EES hosted a one-day seminar for Georgetown University's Institute for Federal Leadership in Diversity and Inclusion. This seminar included notable experts in the areas of diversity and inclusion as well as human capital and employee management.
- On June 26, 2017, the Assistant Director of the Office of Government and Public Affairs, served as the keynote speaker at Georgetown University's Institute for Federal Leadership in Diversity and Inclusion and spoke on the topic of Strategic Leadership and Strategic Communication.
- On October 19-20, 2016, the EEO Director participated in the Department of the Navy's Leadership and Career Developing Training at Joint Base Anacostia Bolling in Washington, while presenting "Leading in a Diverse World" (based on Executive Core Qualification 2: Leading People).

No FEAR Act Training Plan

All employees are informed of the No FEAR Act training requirement during the NEOP's EDI briefing. Each employee is required to complete their initial No FEAR Act training within 30 days of their arrival at USSS. In accordance with the Office of Personnel Management and DHS requirements, No FEAR Act training is conducted every 2 years.



Operations, Services, and Special Projects

Partnered with HUM to host the USSS Seventh Annual Unity Day celebration in an effort to expand the concept of maintaining and fostering an inclusive and engaged workplace. This year's Unity Day theme was: "Celebrating our Heritage, History, and Harmony: Diverse Talents Standing United." This annual celebration is used to provide education and awareness about the contributions, accomplishments, and achievements of the diverse cultures and ethnicities represented in the USSS.

2017 Unity Day Observance

The Unity Day keynote speaker was Dr. Christine Darden, a renowned National Aeronautics and Space Administration Scientist and Mathematician featured in the book, "Hidden Figures." Author Margot Lee Shetterly's popular book was featured in the movie of the same name.

These activities and other cultural events are an extension of the EDI Program and are designed enhance cross-cultural awareness and encourage and promote interaction, understanding, teamwork, harmony, pride and mutual respect among the Secret Service workforce. It is important to note that additional Unity Day observances were hosted in both the New York and Los Angeles Field Offices.

USSS Lactation Working Group

On March 10, 2016, EES convened the first meeting of the USSS Lactation Working Group. The goal of this group was to identify sufficient private space for nursing mothers. We explored numerous temporary and portable options to address this need. We collaborated with the General Services Administration regarding its responsibilities for off-setting costs associated with creating lactation spaces in Federal buildings where our people were located. Ultimately, a decision was made to renovate a designated space on the fourth floor of the USSS Headquarters Memorial Building. In 2017, we were able to bring to fruition several initiatives.



USSS HQ Nursing Mothers' Space and Other Initiatives

The Nursing Mothers' Space at the USSS Headquarters Memorial Building in Washington, DC, became operational on March 20, 2017. In addition, the agency has partnered with the Old Executive Office Building staff to allow UD and SA women who work at the White House Complex to utilize their facilities. EAP will continue to allow women to utilize the re-charge room in emergency situations; and Special Agents in Charge (SAICs) in Field Offices have agreed, on a case-by-case basis, to make space available on a temporary basis when their employees require such services. These initiatives were all successfully accomplished without any undue burdens on agency resources or personnel. Although these initiatives have been accomplished, EES is continuing its efforts to address lactation accommodation needs for nursing mothers in all USSS locations.

Presentations, Briefings, and Publications

- Distributed the new EDRP brochures to employees during EDI related training. The EDRP is also featured as a poster, which is prominently displayed on the kiosks within the USSS Headquarters Memorial Building, as well a banner on the USSS Intranet page. These publications provide detailed information to employees while offering a secure and satisfying way to resolve workplace conflicts; and
- Updated the USSS FY 2017-21 Diversity and Inclusion Strategic Plan, institutionalizing diversity and inclusion as a key strategic priority through continued leadership commitment, accountability, and total workforce engagement.

Awards and Recognitions

- Presented accomplishment awards to employees in the EDI Program for outstanding contributions, tremendous support and quality of effort provided in support of accomplishing the EEO mission;
- Presented accomplishment awards to collateral duty EEO Counselors for the significant role they played in counseling EEO pre-complaints and successfully improving the overall efficiencies of the pre-complaint process;
- Presented accomplishment awards to collateral duty SEPMs for exceptional services provided to the USSS Special Emphasis Program;
- Presented accomplishment awards to Unity Day Committee Members for outstanding contributions associated with flawlessly planning and executing the USSS Seventh Annual Unity Day Event; and
- Presented accomplishment awards to employees in the Employee Assistance, Ombudsman, and Chaplain Programs.

Mentoring

In support of mentoring, the EDI Program's Deputy EEO Director facilitated a Flash Mentoring Event at the 2017 Women in Federal Law Enforcement Conference in Houston, Texas. There were 77 protégés who participated and benefited from the advice and counsel of 25 female senior executives and leaders throughout Federal, State, and local law enforcement.





Diversity and Inclusion Program and Outreach

The Diversity and Inclusion Program develops and implements strategies that promote and maximize the potential of a diverse workforce. The USSS is committed to maintaining a diverse and inclusive workplace where all employees have rewarding careers. The USSS actively promotes an organizational culture where diversity and inclusion are recognized, appreciated, and valued. To foster this environment, members of the Executive Staff and select employees attended a number of events and national training conferences sponsored by external law enforcement organizations.

- Hispanic American Police Command Officers Association Conference (HAPCOA)**
 November 14 - 16, 2017 – Former Assistant Director of the Office of Training hosted a meeting with USSS conference attendees in Long Beach, California.
- National Organization of Black Law Enforcement Executives (NOBLE)**
 July 29 - August 3, 2017 – USSS Director and the EEO Director hosted a meeting with the agency’s attendees in Atlanta, Georgia.
- National Asian Peace Officers Association (NAPOA)**
 August 14 - 7, 2017 – USSS EEO Director and the Chief, HR Research and Assessment Division, hosted the agency’s meeting with USSS attendees at the conference in St. Paul, Minnesota.
- Women in Federal Law Enforcement (WIFLE)**
 July 31 - August 4, 2017– Chief Human Resources Officer, Office of Human Resources, hosted a meeting with conference attendees in Houston, Texas.
- National Native American Law Enforcement Association (NNALEA)**
 August 22 - 24, 2017 – Deputy Assistant Director, Office of Human Resources, hosted a meeting with conference attendees in Las Vegas, Nevada.

Program Initiatives

Inclusion and Engagement Council

In October 2016, EES established the Inclusion and Engagement Council (IEC). There are more than 80 USSS employees within the SA, UD, and APT ranks who participate in the IEC.

The IEC “Game Changers” will focus their efforts on helping to create and foster a more “inclusive and engaged” workplace. The IEC’s objective is to help create and sustain a culture that encourages collaboration, flexibility, and fairness to enable every individual to participate in creating an inclusive work environment that encourages engagement.

Ombudsman Program

The Ombudsman (OMB) Program is a robust program serving as a confidential, neutral, and informal process that can facilitate equitable resolutions to issues before they end up in the formal adjudication processes. Therefore, our goal is to ensure that the USSS OMB Program has the capability to meet organizational needs. The program is open to all employees to address workplace issues including interpersonal conflicts, workplace disputes, safety issues, and harassment. Throughout the past year, we initiated several initiatives designed to achieve this goal:

- Completed a review of the OMB Program. Based on the following factors: continued increases in USSS personnel; promotions/resignations of Collateral Duty Ombudsmen (CDO); current population of SAs, UDs, and APT CDOs, it has been determined that the appropriate number of CDOs required to effectively support the OMB Program is 12. This overall number is based on the percentage SA, UD, and APT personnel within the USSS workforce. Therefore, the agency recruited and officially appointed an additional six CDOs to the program;
- Provided confidential and informal assistance in response to 93 employee requests pertaining to the following areas: evaluations, pay/compensation, work mistreatment, transfers, assignments, management, promotions, recruiting, professional misbehavior, hardship requests, disciplinary, employee benefits, information, office relationships, inappropriate behavior, retention, EAP, EEO-related mediation or Alternative Dispute Resolution, and other workplace issues; and
- Implemented procedures to research, review, and adopt an effective and viable Information Technology data collection and analysis system capable tracking the utilization of services. Currently, collaborating with United States Patent and Trademark Office and USSS CIO personnel to adopt that system for our use.



Training and Awareness

Provided OMB Program briefings to approximately 1,051 employees and supervisors through the following courses and seminars.

OMB Training Summary

Name of Training	Yearly Total	Attendance
New Employee Orientation	24 classes	215
Uniformed Division Training Course	14 classes	243
Special Agent Indoctrination Training Course	14 classes	296
Mixed Basic Training	1 class	8
Seminar for First-Line Supervisors	5 seminars	107
Administrative Officers Conference	1 meeting	102
Executive Leadership Conference	1 meeting	80
New Inspector Orientation	1 meeting	7
Office of Integrity	1 meeting	6
Conducted briefings for Director Staff members	7 meetings	7
Total employees trained by OMB:		1,071

Program Initiatives

- Field Office Outreach – OMB traveled to Detroit, Newark, Cincinnati, Philadelphia, New York, and Denver to brief the program and receive unfiltered feedback from supervisors and employees, which was then presented to the EES Executive (140 employees).
- United Nations General Assembly (UNGA) 72 – While working protection assignments at the UNGA, CDOs were available to provide OMB support for employees working the event.
- The OMB Program participated in EES's Seventh Annual Unity Day celebration. Key OMB personnel had a display table at the event, provided OMB promotional material, and were available to discuss work-related concerns with employees.

Professional Development

- Six USSS OMBs attended the International Ombudsman Association's (IOA) 12th Annual Ombudsman Conference. This conference brings together Ombudsmen, including international members, from the U.S. Government, the corporate world, and academia. The mission of the IOA is to support and advance the global organizational ombudsman profession and to ensure that practitioners work to the highest professional standards. At the conclusion of this conference, the attending Ombudsmen received 144 hours of professional development training.
- Of the 6 CDOs recruited in 2017, 3 of these employees received the Foundations of Organizational Ombudsman Practice's 72-hour professional development training by the IOA. During next fiscal year, three additional CDOs are scheduled to receive the same training as well.

Employee Assistance Program

The USSS is an organization whose workforce consists of approximately 75 percent law enforcement personnel and these professionals, more than the typical employee, experience high work related demands and stressors that expose them to dangerous situations that have the potential to adversely impact their personal and family life. Therefore, it is our goal to ensure that the Employee Assistance Program (EAP) has the capability to meet the needs and demands of the entire workforce in both law enforcement and non-law enforcement occupations.

DIRECT SERVICES

Counseling Services Summary

- The EAP provided employee counseling, management consultations, or referrals to 408 new cases for the year. Further, the program maintained a monthly average of 52 "open" or existing cases and an average of 86 total monthly cases during FY 2017.
- The most common presenting issues were job stress and marital/relationship concerns.

INDIRECT SERVICES

EAP Training Summary

Name of Training	Yearly Total	Attendance
New Employee Orientation	24 classes	215
Uniformed Division Critical Incident Training	14 classes	243
Special Agent Critical Incident Training	14 classes	296
Hurricane Displaced FLETC UD & SA Classes	1 class (7 combined)	140
Protective Detail Training	6 classes	142
Counter Assault Basic Training	3 classes	14
Small Detail Training	2 classes	30
Mixed Basic Training	1 class	8
Emergency Medical Team Training	4 classes	65
Roll Calls	3 groups	143
International Programs Briefing	4 classes	21
First Line Supervisors	5 seminars	107
Administrative Officers Conference	1 meeting	102
CFO All Hands Meeting	1 meeting	75
LIA Office Meeting	1 meeting	22
Joint Terrorism Task Force	1 meeting	76
Total employees trained on EAP Services:		1,699

**Program Initiatives & Outreach**

- WorkLife4You - Procured and launched the new agency-paid WorkLife4You benefit for employees and their family members. WorkLife4You is a comprehensive set of work-life services designed to help employees achieve greater balance in their work and home lives. The kickoff meeting was held at the USSS Headquarters Memorial Building and White House Branch (May 11-12 kickoff participants 220);
- Peer Support Program - Published the Peer Support Program policy in the USSS Directives System and awarded the Peer Support Program training contract;
- Field Office Outreach – Specialists from EAP traveled to Detroit (Region 1), Newark (Region 1), Cincinnati (Region 1), Philadelphia (Region 1), New York (Region 1), Denver (Region 4), and Boston (Region 1) to present services and provide on-site counseling (154 employees);
- James J. Rowley Training Center (RTC) –The EAP staff worked with the SAIC to secure dedicated office space in the John E. Wilkie Building. In June, specialists were able to provide regular hours at the RTC for new recruits, employees, and their family members who desired in-person counseling sessions outside of the USSS Headquarters Memorial Building;
- UNGA 72 – An EAP Specialist attended UNGA with the Emergency Services Team in an effort to provide a mind/body approach to wellness for employees working that event;
- Wellness Resources - The EAP produced and published the Safeguard and Self-Care Strategies brochure for employees who work crimes against children cases. The EAP Coordinator attended the Electronic Crimes Special Agent Conference in San Antonio, and the Polygraph Examiners Conference in Charlotte to distribute the brochure and teach participants how to mitigate the negative impact of working with noxious material (97 attendees);
- Hurricane Outreach and Support - Recognizing that potentially devastating hurricanes (Harvey and Irma) were likely to impact several USSS Field Office employees and their families in August and September 2017, the EAP provided educational materials to include fact sheets, resources, coping techniques, and both WorkLife4You and EAP contact information for those in the South and North Carolina, Florida, Puerto Rico, Georgia, Texas, and New Orleans areas;

- EAP distributed a quarterly newsletter, Balance Matters, in electronic and written form;
- Mailed handwritten cards of condolence to bereaved employees (83 employees);
- Launched the new EAP Recharge Room (formerly known as the Relaxation Room) as an evidence-based stress reduction resource for employees. Employees made 578 reservations during the fiscal year;
- EAP Specialists met with Washington Field Office leadership to discuss and begin creating an agent and family sponsorship resource guide. The purpose of this resource was to provide new agents and their spouses with information on local school systems, community relocation reports, average rent prices for the National Capital Region, applicable policies (Child Care Subsidy, Loan Repayment Program, Retirements) and EAP and WorkLife4You services and contact numbers; and.
- Worked directly with the CIO staff to procure an Information Technology data collection and analysis system capable of meeting the data collection needs of the program.

Educational Seminars and Health Fair Summary

- Domestic Violence Awareness Seminar (eight participants);
- Dementia Caregiver's Workshops (101 participants);
- Safety and Health Stress Free Day and Health Fairs – the EAP hosted a table for the Health Fair featuring the National Capital Therapy Dogs and presented the WorkLife4You benefit. The EAP's Zero Gravity massage chair was featured during the Stress Free Day (225 total participants);
- EAP Financial Workshops – Retirement Planning, Taxes and the IRS, Understanding your TSP, Advanced Social Security Planning, Estate Planning, College Planning, and Finances for Singles (409 total participants);
- Suicide Awareness Month Program - Traumas of Law Enforcement Personnel (21 participants);
- FSD Team Building Workshop – Characteristics of Highly Effective Teams (28 participants);
- WorkLife4You Workshops – Giving Constructive Feedback and Dealing with Conflict in the Workplace (30 total participants); and
- Unity Day Table (five participants).

Critical Incident Response

The EAP staff provided immediate, on-scene response and support for seven critical incidents involving either a loss of life, serious injury, or shooting.

Professional Development

The EAP maintains a multidisciplinary staff of four full-time, competent, and innovative licensed clinical mental health providers, to practice a range of different therapeutic approaches, demonstrate compliance to recognized standards, provide the most ethically sound services and meet the challenges of providing high quality care to employees and their family members, staff received over 170 hours of professional development in FY 2017.

Chaplain Program

The USSS cares a great deal about the safety, welfare, and well-being of its employees. To that end, the agency took the bold initiative to stand-up the new USSS Chaplain Program to offer resources, assistance, and support, to employees and their immediate family members in times of personal and professional need and in crisis situations. The program will utilize a diverse group of trained, experienced, ordained, and licensed volunteer clergy to respond to employees in times of need. During the past year, the new Chaplain Policy went into effect on July 10, 2017. This effort was accomplished based on a collaborative effort between all components of the USSS. In addition, our agency collaborated with numerous external agencies and private entities including the Department of Defense, Federal Bureau of Prisons, Department of Veteran Affairs, Federal Bureau of Investigation, Central Intelligence Agency, White House Military Office, International Conference of Police Chaplains, National Conference on Ministry to the Armed Forces and a host of other organizations and agencies.

Collaborative Efforts

The Office of EES established collaborative relationships with various Chaplain Endorsing Agents, including the Roman Catholic Church, The Episcopal

Church, the Methodist Church, the Evangelical Lutheran Church of America, the Lutheran Church – Missouri Synod, various Baptist denominations, the Rabbinical Assembly, various Anglican groups, Chaplaincy of Full Gospel Churches, Inc., Central Conference of American Rabbis, Islamic Society of America, and more than 150 other endorsing bodies. This has helped us obtain the names of over 130 prospective chaplains to serve. EES has also been in contact with the Association of Former Agents USSS (AFAUSSS) to obtain information on any former USSS employees who are ordained ministers, to see if there is interest in becoming a volunteer chaplain.

Chaplains Contacted

To date, over 130 prospective chaplains have been contacted and invited to submit applications. Over 60 applications have been returned and are now going through the vetting process.

Conferences Attended

In July 2017, EES attended the International Conference of Police Chaplains (ICPC) and presented our program framework. This organization is the premier law enforcement chaplain training program, utilized by most local police forces, as well as the State of Wisconsin, the Federal Bureau of Investigation and other law enforcement agency chaplain programs. In addition, EES is now a participating program for the Washington Metropolitan Council of Governments Public Safety Committee Chaplain Subcommittee.

Briefings

Including the briefing to the ICPC, EES has briefed the USSS Director's Staff, Executive Resource Board, SAIC Conference, Administrative Officer's Conference, the Ombudsman Conference, and the Philadelphia Field Office.



OFFICE OF STRATEGIC PLANNING AND POLICY



The Office of Strategic Planning and Policy (OSP) was established in April 2015, to act as a principal location for centralized, comprehensive, and professional analytic, strategic and study capabilities. Operating as the U.S. Secret Service (USSS) think tank, OSP is functionally responsible for strategic planning, enterprise governance, performance metrics, policy management, organizational evaluations, records management, quantitative analysis, and special project capabilities.

Major Program Areas

Front Office

- Oversight and administration of OSP portfolio business;
- Budget and staffing;
- Management/oversight of the Special Advisor, Presidential Management Fellows (PMF), and Student Internship Programs;
- Organizational change management;
- Executive Board support; and
- Special Projects, such as the White House Perimeter Fence, Eagle Hill Initiatives, OSP Strategic Plan, and Executive Secretariat-like activities.

Enterprise Governance

Chairs the Enterprise Governance Council; promotes structure and consistency in business management activities, collaborates across offices to address enterprise issues, and promotes information sharing to support decision-making.

Enterprise Strategy

Institutionalizes USSS strategic planning and publication through broadly analyzing both current landscape and future trends, and emphasizing implementation of strategies to ensure agency success.

Emerging Capabilities

Develops and articulates organizational capability investment needs through analysis, enterprise strategies, and innovative communication, and chairs a White House Master Plan strategic planning process.

Strategic Communications (Spark!)

Develop a consistent, strategic messaging to the workforce and continue web-based communication platform to facilitate a two-way dialogue between all employees and leadership.

Enterprise Policy and Records

- Creates and distributes all agency policies in coordination with affected Directorates;
- Researches policy development at other agencies and in the private sector;
- Analyzes the potential outcomes of policy or suggested changes to existing policy;
- Publishes all policies to workforce;
- Facilitates management and organizational change; and
- Chief Records Officer:
 - Central clearinghouse for planning, guidance, and general oversight of USSS records management;
 - Agency liaison for National Archives and Records Administration (NARA) and Department of Homeland Security (DHS) Records Management officials; and
 - Establishes retention and disposition policies for USSS records, and designs/monitors oversight of all USSS entities that create or maintain records.

Enterprise Analytics

Provides data and analysis to help drive decision-making; provides all enterprise statistical data and statistical reports; and developing a Risk Analysis Hub.

Enterprise Evaluations

- Provides management analysis to support executive decision-making;
- Evaluates effectiveness and efficiency of agency programs;
- Provides recommendations for improvement; and
- Assesses feasibility and potential impact of proposed ideas and alternatives and provides management analysis efforts, which include analytical studies, benchmarking, process mapping, surveys, organizational change and assessment, and strategic plans performance evaluations.

Statistics

- Policy Directives Issued: 214
- Ad-hoc Statistical Requests Fulfilled: 140
- Year End Statistical Reports Issued: 3
- Compliance Inspection Data Reports: 57
- Monthly Office Reports: 2,676
- Monthly Activity Reporting System Hours Reports: 4,200
- Quarterly Administratively Uncontrollable Overtime and Law Enforcement Availability Pay Reports: 8
- Case File Destruction Reports: 134
- Customized File Plans: 20 Additional (Totaling 190)
- Survey Data Analysis Completed: 5
- Analytical Engagements Completed: 4
- Records Disposition Reviews: 9

Organizational Structure and Policy Changes

- Established the Functional Responsibility Statement and Organization Chart for the Budget Division;
- Established policy for the newly established Office of Equity and Employee Support Services (EES), including the Chaplain Program, Peer Support Program, and the Alternate Dispute Resolution initiative; and
- Established policy and information collection materials for the newly created Insider Threat Program within the Security Management Division.

**Operations, Services, and Special Projects***Governance Accomplishments*

OSP reconvened the Enterprise Governance Council (EGC):

- Developed a strategic work plan for Fiscal Year (FY) 2018;
- Facilitated the prioritization of the FY 2017 Unfunded Requests (UFRs) and activated and engaged the EGC's subcommittees to review and prioritize funding requests submitted for the FY 2019-23 Resource Allocation Plan (RAP) process; and
- Reviewed and proposed changes to organizational structure to position the USSS strategically for future success in both operational and mission-support functions.

Strategic Planning Accomplishments

- Partnered with the Office of Protective Operations to develop the USSS Action Plan to Enhance Operational Readiness and Response at the White House Complex;
- Further developed capacity for Strategic Futures Analysis to engage in long-range strategic forecasting research into emerging trends with potential impacts on the USSS;
- Coordinated with HUM and CFO to publish the FY 2018–25 Human Capital Strategic Plan, which establishes goals, objectives, and staffing targets to achieve optimal staffing levels by the close of FY 2025; and
- Completed the Training Strategic Plan for FY 2018–25, outlining a framework to further develop the USSS' training functions, to include a robust leadership development program.

Spark! Accomplishments

- The Spark! Program continues to engage the workforce to a high degree with 96 percent of employees visiting the Spark! website. In FY 2017, there were 275 suggested ideas for improvement to the agency that resulted in 25 of these ideas being implemented. These ideas included suggestions for employee recruitment and retention, and morale, as well as ideas for changes in policy and operational procedures.

Policy Accomplishments

- Developed and published USSS-wide policies, many related to critical protective and management issues followed by the press and external oversight entities. Successes included:
 - Development and issuance of directives regarding policy on applicant drug use;
 - Authorization to accept investigative assistance from private entities;
 - Reporting requirements for gun-carrying employees following off-duty contact with law enforcement; and
 - Updated polygraph examination procedures.

Organizational Change Accomplishments

OSP implemented 21 organizational changes in the past year. This included collaboration with the Chief Operating Officer (COO) and Deputy Director. Efforts relating to policy and organizational change management are significant in that they demonstrate the culmination of research, analysis, and collaboration with partner offices, and document the expectations and path forward for the entire USSS in a consistent and accessible way.

Records Management Accomplishments

- Partnered with USSS Offices such as the Office of the Chief Information Officer (CIO), Office of Government and Public Affairs (GPA), Office of the Chief Counsel (LEG), and other management offices to create a new retention protocol for e-mail records known as "Capstone" which will fulfill regulatory requirements of NARA;
- Coordinated with the USSS Privacy Officer, Security Management Division officials, GPA personnel, and specified NARA and National Security Council representatives to review and authorize the release of the assassination records of President John F. Kennedy (JFK);
- Collaborated with LEG and key offices to ensure records eligible for destruction are destroyed and legal concurrence/preservation of records related to other active litigation cases are properly maintained;
- Obtained the highest score for all records management organizations in the Department on the annual DHS Records Management Maturity evaluation. Received scores in the top percentile (and was assigned a designation as "low risk" for noncompliance in NARA's annual accountability assessment); and
- Addressed several Privacy Impact Assessments concerning record disposition authorities for systems such as the USSS Case Management System, Criminal Investigative Division (CID) Unmanned Aircraft Systems Program, Radio over Internet Protocol, Human Capital Management System, ALIS, and Comprehensive Incident Database on Targeted Violence.

Analytics Accomplishments

- Instituted continual redesign of the Quarterly Program Performance Report to ensure that reports were consistently useful. The OSP Analytics team worked with program managers regarding projected end-year performance, and developed new, innovative ways to present program performance data. To that end, the OSP Analytics updated the style and content of the Quarterly Performance Report to incorporate measures beyond Government Performance and Results Act Modernization Act, i.e., to include measures that may serve as indicators of management challenges;
- Conceptually designed a monthly "Pulse" report of statistics that will provide USSS executive leaders accurate, near-real-time indication of organizational performance on key measures, inclusive of work/life balance indicators, program outcome measures, and mission output indicators; and
- Developed the investigative cost, work, performance model.

Special Advisor Program Accomplishments

- Worked as a part of a cross-functional team with OPO and the Office of the CFO to produce the Fully Armored Vehicle program, which is one of the four DHS-approved above guidance 2019 RAP submissions, at a value of \$79.3 million;
- Coordinated effort to develop pilot parking program for employees who work at the White House;
- Analyzed the staffing, equipment, and fleet requirements for the incoming Presidential Administration to create staffing models and financial projections to request approximately \$60 million of additional funding from Congress;
- Identified opportunities for reducing bottleneck of polygraph cases in USSS hiring funnel. Supported the Chief Human Capital Officer's efforts to gain additional visibility into the polygraph process and understand how resources are being deployed;
- Worked with counterparts in Human Resources Research and Assessment Division to develop an APT Career Progression Plan and hosted the town hall rollout to the agency at the USSS Headquarters Memorial Building as well as orientation sessions for the program;
- Analyzed current Special Officer (SO) staffing levels at three National Capital Region facilities to develop a plan with a contract vehicle to utilize contract security staff for some facility security positions, allowing SOs to be freed up to handle more specialized duties. Plan has been submitted to the EGC for funding prioritization; and
- Presented a study on communications within the UD at the White House Complex, and a follow-up study on the reporting structure of the UD in conjunction with OPO.



OFFICE OF HUMAN RESOURCES



The employees of the United States Secret Service (USSS) are our most important and valued resource. They are the key to the USSS achieving the goals and priorities that align with the strategic mission of the Department of Homeland Security (DHS). In furtherance of achieving these goals, the Office of Human Resources (HUM) has a commitment to forecasting, developing, and implementing policies and programs that prepare our workforce for the challenges of the 21st century.

Talent and Employee Acquisition Management Division

The Talent and Employee Acquisition Management Division (TAD) provides critical human capital direction in accomplishing the integrated protection and investigations mission of the USSS and develops policies, procedures, and strategies aimed at recruiting, hiring, and retaining a premiere workforce. TAD manages, develops, evaluates, executes, and tracks a comprehensive Federal human capital management program, which includes recruitment, delegated examining, staffing and placement, merit promotion, position classification, and position management.

FY 2017 Accomplishments:

- Social media;
- Military partnerships;
- DHS Hiring Events - extended conditional offers of employment to four applicants;
- HUM Seminar for Supervisors and Managers;
- Quarterly SCOPE Newsletters;
- Dual Compensation Waiver Authority for Administrative, Professional, and Technical (APT) Positions;
- Dual Compensation Waiver Authority for Special Agent (SA) and Uniformed Division Officer (UDO) Positions;
- Deployed the Applicant LifeCycle Information System (ALIS) in April 2017. Worked with the Chief Information Officer (CIO) Applications Development Teams to develop an applicant tracking system and dashboard that has provided a more automated tracking and management of the applicants in the hiring process. ALIS has provided field visibility to the recruiting offices and had streamlined the management of every stages in the hiring process. System requirements on ALIS will continue to be provided by the team and functionalities are added and tested weekly. Most notable achievements in ALIS are:
 - Provided ALIS training to all recruiters with zero cost to the USSS;
 - Streamlined TAD/SA and Uniformed Division's (UD) application review process for eligibility;
 - Automated National Crime Information Center (NCIC) e-Check review and adjudication process;
 - Successfully launched the implementation of the on-line SA Entrance Exam (SAEE) testing in ALIS with vendor;
 - Interview forms are uploaded in ALIS for a more efficient review and adjudication and records management;
 - Most applicants from the legacy system have been uploaded in ALIS for a more effective application processing and field visibility;
 - Automated production of reports and applicant data analysis;
 - Added Position Identification Number (PIN) process;
 - Working to finalize the launch of the Enterprise Business Dashboard; and
 - On track with the initial migration of the APT applicants into ALIS.

- Processed Special Agent applicants in ALIS average a time-to-hire of 194 days and the Uniformed Division Officer (UDO) applicants average a time-to-hire of 179 days. This is a combined overall time-to-hire average of 186.5 days, which is a significant decrease. Prior to ALIS, the overall time-to-hire in FY 2016 for the SA position was 469 days and for the UDO position was 320 days. In FY 2017, the overall time-to-hire for SA decreased slightly to 453 days and the overall time-to-hire for UDO remained the same at 320 days;
- Processed and adjudicated the NCIC stage for SA and UD applicants in the hiring process thus providing much needed relief and assistance to the field. The records check process is generated automatically in ALIS and had streamlined the NCIC review and adjudication process;
- TAD in conjunction with SA and UD Branches and the recruiting offices, coordinated several audits on applicants in CareerConnector for SA and UD applicants. The audit ensured applicants are being processed continuously and in a timely manner;
- Opened 297 SA and 302 UD backgrounds for FY 2017;
- Granted 328 SA and 343 UD Top Security Clearances for FY 2017; and
- The TAD/Applicant Coordinating Center (ACC) was designated as the hotline for SA and UD applicant inquiries. To date, the team has managed to answer calls and provide assistance within 24-hour period.



Outreach Branch

TAD is driven by one of the agency's strategic objectives, which is to recruit, develop, and retain a highly specialized and dedicated workforce. The recruiters carry out their functions with the mission to increase public awareness of all USSS career opportunities and to effectively recruit a diverse, highly qualified applicant pool that will fulfill the agency's hiring goals and ultimately carry out the unique integrated mission of the USSS. Recruiters successfully streamlined creative and cost-effective recruitment strategies that gave the public and potential applicants an awareness of the USSS' true commitment to our core values: justice, duty, courage, honesty, and loyalty.

FY 2017 Accomplishments:

- **Military partnership** - Established a partnership with the Department of Defense Transition Assistance Programs. As a result of the partnership, the USSS has a conduit of qualified applicants to fulfill the mission critical occupations such as, Information Technology (IT), UDO, SA, and Special Officer (SO) positions. Unique hiring links were established for distribution to veteran and transitioning service members for law enforcement positions with the agency. These applicants were incorporated into various Entry Level Assessment Centers (ELACs) conducted throughout the country at military installations.
- **USSS Hiring Initiative** - Outreach Branch (ORB) scheduled, tested, verified applicant status, fielded direct calls and email responses, and coordinated 21 ELACs for 3,429 applicants. ORB corresponded with the applicants as a continued effort to obtain and retain the best qualified applicants. These efforts ensured applicants remained engaged in the hiring process. For FY 2017, 1,441 applicants were referred to polygraph examinations, with 177 successfully hired (5.16 percent hire rate).
- **Advertising and Marketing Campaign** - In FY 2017, ECU Communications, LLC developed and executed the ORB's National Recruitment Advertising Campaign (NRAC). Social media platforms, digital media advertising, and creative marketing allowed the agency to reach a targeted audience of potential candidates. ECU launched a \$2 million advertisement and marketing campaign, which saturated digital media advertisement on Spotify, Pandora, Google AdWords, Google Display Network, Facebook, and LinkedIn. The digital media strategy increased community awareness of the USSS outreach efforts by directing the public to recruitment venues and announcing upcoming job vacancies. ORB received an exponential increase in applicants contacting Talent Acquisition Specialists and Recruitment Program Specialists via email or telephone to further inquire about open vacancies and upcoming recruitment events.
- **Virtual Information Sessions** - Outreach Branch personnel participated in Employer Spotlight virtual career forums with the Southern New Hampshire University and Hispanic Serving Institutions to modernize our outreach efforts. These webinars allowed the agency to showcase our agency, corporate culture, and employment opportunities in real time with engaged students, while significantly minimizing the human capital and fiscal resources often associated with outreach efforts.

Entry Level Assessment Center Branch

The ELAC Branch objective is to process identified SA; UDO; SO; and APT applicants in an expedited manner to move the best-qualified applicant from Phase 1 into Phase 2 of the hiring process. The ELAC Branch provides applicants with a condensed application process, which will minimize their one year wait period to hire to an optimal days to hire. These efforts assist in assuring applicants remain engaged in the hiring process.

FY 2017 Accomplishments:

- **ELAC Branch Launch** – The ELAC Branch became operational on August 1, 2017, and within 60 days of inception, the ELAC Branch completed four ELAC events in demographic areas of Region 1 and Region 4. The two events processed 312 applicants, yielding 139 applicants continued to polygraph portion of Phase 2. One applicant was hired by the end of FY 2017.
- The ELAC Branch participated in the FY 2017 DHS Veteran Hiring Initiative and forwarded conditional offers of employment to four applicants.





Human Resources Research and Assessment Division

The Human Resources Research and Assessment Division (HRR) researches, develops, implements, and maintains effective human capital tools for personnel assessment (entry-level and promotional), career development, leadership development, and organizational effectiveness to support the establishment and maintenance of a quality workforce. Additionally, HRR defines strategies, sets policies, and implements best-practices regarding the alignment of individual and organizational goals to foster a robust talent development strategy aimed at enhancing employee engagement, increasing job commitment, and improving productivity.

FY 2017 Accomplishments:

- HRR designed new promotional assessments for inclusion in an enhanced version of the SA Merit Promotion Process (MPP). The new SA MPP includes a flexible promotion process schedule that avoids major protective functions such as the United Nations General Assembly (UNGA), use of computer-based testing which will allow candidates to take the test online at convenient times and locations, and a feedback mechanism that will allow for developmental feedback to be provided to each candidate.
- HRR established the framework for a pre-employment psychological assessment program that will be used in Phase 2 of the SA and UDO hiring processes. The USSS has made significant progress on the development of psychological screening procedures designed for implementation in the SA and UDO hiring processes. This includes collaboration with relevant stakeholders to ensure all aspects of the new screening tool meets the needs of the USSS.
- HRR developed a new customized competency-based pre-employment examination, the UD Entrance Exam (UDEE), to replace the existing selection test used in the UDO hiring process. The UDEE will be implemented in FY 2018 and will utilize computer-based testing technology designed to streamline the administration process of the exam and expedite applicant testing.

- HRR established the framework for the use of computer-based testing to modernize the administration procedures of several of the USSS' entry-level and promotional assessments. This includes the transfer of the current SAEE test to an online platform allowing applicants the ability to take the test using computer-based testing technology. This creates efficiencies in test administration and reporting.
- HRR designed the framework for the USSS' first career progression plan for APT employees in an effort to provide APT employees with a strategy to effectively accomplish their career goals.
- HRR designed a strategy for reinstating the Applicant Physical Abilities Test (APAT) into the entry-level hiring processes for the SA and UDO positions. This included certifying assessors in preparation for the APAT's reinstatement (projected for spring 2018) and preparing Field Office test locations for administration in inclement weather.
- HRR has reviewed and updated the job analyses studies for the SA and UD occupations. The job analyses have identified the important competencies (knowledge, skills, and abilities) required to perform the critical job functions of each job. This information serves as the foundation for many HUM initiatives including the design and delivery of new assessments.

- HRR created an initial proposal for both a leadership development framework and a talent development framework for the organization. This multi-phase initiative consists of the creation of a conceptual framework that details the integration of the organizations talent management, development, and other human capital functions; and outlines the creation of an integrated leadership model that promotes leadership development from career inception through completion.
- HRR implemented modifications to the content of the SA and UD Pre-Employment Review (SUPER) Interview in an effort to improve its efficiency. These enhancements included modifications to the panel requirements, assessment content, and policy. The online SUPER Interviewer training has been suspended due to the inoperable format in the Learning Management System. As such, HRR honors requests for in-person interviewer training to support the hiring push.
- HRR served as a subject matter expert to develop modifications to assessment procedures, policy, protocol, etc. These changes impact the selection phase of the SA MPP and require significant modifications to the SA Supervisory Bid Process selection procedures that will prove to be beneficial to all promotion eligible candidates.



Workforce Planning Division

The Workforce Planning Division (WPL) evaluates workforce structuring, workforce critical mission modeling, workforce efficiencies, and staffing allocations for the USSS. The WPL collects, compiles, analyzes, and reports operational data, information, and trends for use in decision making of staff allocations at all levels of management. The WPL performs critical workforce mission modeling, forecasts workforce trends, and contributes to the development of recruitment, allocation, and retention strategies.

FY 2017 Accomplishments:

- Reviewed and refined all three staffing allocation models (UD, SA, and APT) through the end of 2017;
- Served as an underpinning for a key priority of the organization - identifying optimal staffing requirements that drive aggressive hiring targets;
- Staffing allocation models formed the basis for the USSS FY 2018-2025 Human Capital Strategic Plan issued in May 2017 that sets incrementally increasing staffing targets over the next 8 years:
 - 7,150 in FY 2018;
 - 7,600 in FY 2019 (highest staffing level ever achieved by USSS); and
 - 9,595 in FY 2025 (represents a 30 percent staffing increase over the 8 years); and
- Refined staffing allocation models based on a validation by a third contractor - Censeo Consulting. SA and UD models were validated as sound methodologies.

Human Resource Policy and Accountability Division

The Human Resources Policy and Accountability Division (HRP) is responsible for providing efficient consultation and strategic guidance in the development, evaluation, analysis, and management of human resources policies and accountability programs for HUM.

FY 2017 Accomplishments:

- Developed and implemented recruitment and retention policy, which addressed the following employee work-life balance programs:
 - Child Care Subsidy Program – provides a monthly subsidy, currently set at \$400 for the entire family for employees whose children are under the age of 13, or disabled and under the age of 18;
 - Voluntary Leave Bank – creates a program that allows unused annual leave accrued by an employee to be contributed to the voluntary leave bank for use by leave bank members who need such leave because of personal or family medical emergencies;
 - Tuition Assistance Program (TAP) Official Message – offers all employees an opportunity to continue their education and professional development with direct funding by the agency through employee reimbursement;
 - Student Loan Repayment Program - offers employees loan repayment of up to \$10,000 per year for a maximum of \$60,000 per employee; and
 - NDAA – National Defense Authorization Act – researched, briefed, and developed policy around the NDAA which informs the agency of the reemployment of civilian retirees under the NDAA which allows the agency to reemploy annuitants with a waiver of salary offset (dual compensation waiver);
- Published over 55 HUM Directives and USSS Forms and announced policy changes via email, kiosks located within the Headquarters Memorial Building, and on the USSS intranet;
- Led critical USSS Human Capital Briefing to DHS Accountability leadership, resulting in feature of USSS ELAC hiring process as a best practice before DHS Human Capital Leadership Council;
- Successfully secured Third Party Audit for Administratively Uncontrollable Overtime (AUO), meeting compliance with DHS Directive;
- Coordinated baseline self-assessment evaluation across major Human Capital Management systems of the USSS; utilized by DHS and the Office of Personnel Management (OPM) to gain an understanding of USSS operations;
- Played a role in meeting executive management’s FY 2017 staffing target and talent needs by leading a special team to execute the hiring of Dual Compensation Waiver re-employed annuitants; and
- Developed USSS Draft Accountability Plan, which communicates a systematic approach for HUM and USSS leadership to assess human capital management progress and results towards achievement of goals and compliance with regulations.





Performance Management and Employee Relations Division

The Performance Management and Employee Relations (PRF) Division advises employees and managers on policy and procedures concerning assigned programs such as awards, leave and absence, grievances, performance appraisals, and probationary/trial periods. The Division also assists managers in the areas of unacceptable performance, medical, and leave issues. The Division also deals with matters associated with performance management.

FY 2017 Accomplishments:

Performance Management

- Revamped the Performance Management (PM) and Employee Relations (ER) Division webpage to more effectively market PM and ER programs, uploaded informative job aids and frequently asked questions to the PRF webpage to provide guidance to the workforce on matters related to PM and ER;
- Implemented a new system of auditing and evaluating PM and awards programs to assist in DHS and OPM compliance requirements;
- Improved process for addressing poor performance through expanded training opportunities such as new Lunch and Learn training sessions aimed at matters related to performance management; and
- Updated the Master DHS Consolidated For Official Use Only Exemptions documents for the USSS workforce and provided DHS Furlough Exemption statuses to the entire workforce in preparation for potential government shutdown.

Awards Program

- Implemented and trained the workforce on a new performance based pay incentive awards program and implemented a new mass award upload process;
- Updated the performance award policy to include granting Quality Step Increases to 1811s;
- Provided guidance to the workforce on selecting appropriate award such as On-the-Spot, Special Act, Performance, and Time Off awards;
- Established a peer-to-peer recognition program for HUM employees to recognize their peers who demonstrate excellence;
- Formed a partnership with the Vietnam War 50th Commemoration to honor USSS Vietnam Veterans. Successfully coordinated the Kickoff Event to honor our 26 current veterans and their guests which included visiting the Pentagon Vietnam Museum and Memorial Wall; and
- Implemented new Director's Team Awards, which provides an opportunity to recognize employees who embody the core values of the USSS.

Employee Relations (ER)

- Established the Voluntary Leave Bank Program that allows employees to contribute unused accrued annual leave to a "bank" to be used by a Leave Bank member who is experiencing a personal or family medical emergency and has exhausted available paid leave; and
- Established an Emergency Leave Transfer Program to assist Federal employees adversely affected by the most recent Hurricane disasters (Harvey and Irma).

Retention Incentives

- Expanded the Telework Program to include Law Enforcement Officer (LEO) positions and eliminated requirements that prevented new employees from utilizing the program;
- Established the Childcare Subsidy Benefit Program as an employee incentive to assist lower income Federal employees with child care services;
- Revamped the Senior Special Agent (SSA) program to increase efficiency by eliminating the requirement for Legacy employees to resubmit annual applications;
- Expanded TAP by paying for the employees coursework upfront, therefore eliminating employees out of pocket expense and increasing participation; and
- Updated the Student Loan Repayment Program (SLRP) to remove the requirements that prevented program use for new employees.

<u>Retention Stats</u>	<u>Participants</u>	<u>Payout</u>
Senior Special Agent	522	\$ 783,000.00
Student Loan Repayment Program	366	\$3,321,507.81
Tuition Assistance Program	64	\$ 163,926.52
Telework		N/A

<u>Employee Award Statistics</u>	<u>Number Disseminated</u>
Performance Based Awards	4,300
Special Act & On the Spot	1,680
Quality Step Increase	152
Director Team Awards	114

Classification

- Established partnership meetings with each Directorate's staff liaison to establish stronger lines of communication;
- Streamlined the Classification Status Reporting Process;
- Developed AUO Standard Operating Procedures;
- Partnered with DHS and represented the USSS in the DHS Pay Parity Study. Examined various factors contributing to disparities in pay and its impact among DHS law enforcement occupations within Customs and Border Protection, Immigration and Customs Enforcement, USSS, and the National Protection and Programs Directorate/Federal Protective Service to determine how these unique pay issues and premium pay requirements (i.e., LEO coverage, AUO, overtime pay, and retention) affect pay among the law enforcement workforce;
- Delivered presentations at the DHS Quarterly Cornerstone Briefings;
- Reconciled and streamlined the PIN process;
- Re-designed and streamlined the Classification Status Reporting Process;
- Created a Fair Labor Standards Act (FLSA) Checklist to identify accurate FLSA exemption determination for all positions; and
- Created an action plan for the Classification and Compensation Branch to track ongoing projects.



Safety, Health and Environmental Programs Division

The Safety, Health and Environmental Programs Division (SAF) provides employees a unified approach to safety and occupational health that strives to eliminate work related accidents, injuries, and workplace illnesses and to maintain an acceptable level of health and fitness while ideally interacting in an environmentally friendly, sustainability conscious work place.

FY 2017 Accomplishments:

- Hired a full-time Federal Medical Officer;
- SAF directly contributed to the USSS historic goal of hiring over 6,800 employees in FY 2017. There were a total of 417 law enforcement applicants medically qualified and drug tested;
- Medically qualified 227 SA applicants and 205 UD applicants. SAF has disqualified 20 SA applicants and 10 UD applicants;
- Conducted 7,029 Incumbent Medical Exam reviews,
- Reviewed 179 Medical Surveillance Examinations/Lab reports;
- Developed a proposed USSS-wide APT Physical Fitness Program;
- Four employees were presented to the Medical Review Board; and
- Performed 10 Fitness for Duty Independent Medical Examinations.

SAF Drug Deterrence Program

- Drug tested 1,244 applicants; and
- Randomly drug tested 1,198 incumbent employees.

SAF Wellness Events

- Held a Flu Vaccination Clinic at USSS Headquarters Memorial Building in October 2016;
- Sponsored the following events at USSS Headquarters Memorial Building and/or the James J. Rowley Training Center (RTC):
 - A Diabetes Educational Event in November 2016;
 - A Healthy Sleep Display in December 2016;
 - Stress Free Day in January 2017;
 - Go Red for Women Cardiac Health Educational Event in February 2017;
 - A Joint Health In-Service with the spotlight on knees and shoulders presented by Dr. George Branche III of the Anderson Clinic in February 2017;
 - A Men's Health Educational Event in June 2017;
 - "Skin Smarts" Educational Events in July 2017 and August 2017, to educate employees on the importance of skin cancer prevention;
- Coordinated the SAF Annual Health Fair in March 2017; and
- Held SAF Red Cross Blood Drives in October 2016 and March 2017.

Safety/Environment Programs

- Implemented visits to Field Offices/Divisions to educate them on SAF's role and the services offered; and
- Visited Philadelphia and Richmond Field Offices in FY 2017.

Benefits and Payroll Division

FY 2017 Accomplishments:

Benefits Branch

- Hosted three open season events: Federal Employee Health Benefits, SAMBA, and Federal Employees Group Life Insurance;
- Hosted two Thrift Savings Program Workshops for financial literacy planning;
- Conducted over 42 briefings for APT Orientation/UD Introductory Training Course (ITC)/SAITC/Mixed Basic presentation/AO Conference/INV Benefits Refresher; and
- Provided 15 special counseling for survivors of death cases or terminally ill employees.

Payroll Operations Branch

- Coordinated with CIO to add a pay limit "Max Out" field to e-Person; and
- Scanned payroll documents directly into the Payroll folder side of eOPF

Security Management Division

The Security Management Division develops, coordinates, implements, and oversees security policies, programs, and standards needed to protect and safeguard USSS personnel, property, facilities, and information.

FY 2017 Accomplishments:

- Instrumental in the USSS achieving its hiring goals for SA, UD, and APT personnel;
- Enhanced personnel security procedures through the implementation of the new Federal Investigative Standards as well as a new agency applicant drug policy;
- Opened all cases for employees due for periodic re-investigations and closed approximately 600 periodic re-investigation cases.
- Coordinated with DHS to initiate a continuous evaluation program of current employees;
- Issued approximately 1,800 Personal Identity Verification cards to contactors and employees;
- Implemented a new foreign travel tracking system;
- Developed 21 new classification guides, expanded visits to inspect contractor facilities relative to their handling of classified information, and provided in-person training to the Field on classified documents;
- Received accreditation for two Sensitive Compartmented Information Facilities (Washington Field Office and Critical Systems); and
- Expanded the Insider Threat Program to include publishing the USSS' policy addressing the roles of responsibilities of the Component Insider Threat Official and the Insider Threat Oversight Group.

Emergency Preparedness Program

The Emergency Preparedness Program (EPP) is mandated to ensure the continuity of USSS essential functions under any circumstance. EPP authored and maintains emergency plans such as the Restoration of Operations, Personnel, and Equipment (ROPE) plan, Occupant Emergency Plan (OEP), Pandemic Plan, and the USSS Continuity of Operations (COOP) Plan. EPP provides oversight and guidance to all initiatives targeted at securing the safety of our personnel.

FY 2017 Accomplishments:

- National Continuity Exercise Eagle Horizon 2017 – Successfully trained 59 Advanced Team Members on COOP, Devolution, and Reconstitution. Held workshops on Mission Essential Functions and Emergency Relocation Groups. Coordinated a Secure Video Teleconference between the DHS Secretary, the USSS Director, and principal DHS Components. Responded to Requests for Information through the Protective Intelligence Operations Center (PIOC) on Personnel Accountability, Damage Assessment, Network Damage and Reconstitution. In coordination with the PIOC and the Director's office, conducted a nation-wide RECALL.
- Surge Capacity Force (SCF) – EPP has increased the number of SCF volunteers from 34 employees to 60 employees within 18 months. Eight volunteers were sent to Artesia, New Mexico for the annual Mobilization Exercise (MOBEX). During Hurricanes Harvey, Irma, and Maria the USSS mobilized 30 volunteers to assist the Federal Emergency Management Agency in their mission.
- Nation Capital Region (NCR) Building Surveys – Surveys were conducted on 19 buildings within the NCR that are occupied by USSS personnel. Each survey identified the number of USSS occupants, evacuation, and shelter in place notification procedures, specific building contact information, and assembly areas.
- National Special Security Event (UNGA 72) – Provided an emergency preparedness briefing to Coordinating Center personnel providing key information for building specific emergencies. Liaison with DHS/Office of Health Affairs to coordinate additional Medical Countermeasures (MCM) for USSS employees/protectees and DHS surge personnel. Approximately 4,400 cases of MCM were shipped to support this event.
- Catastrophic Worksite (CAWS) Tabletop Exercise (TTX) – Successfully trained the Pittsburgh Field Office on CAWS activation responsibilities. Pre-TTX, a site survey was conducted to identify changes in space, verify phone and IT connectivity while identifying additional supply and equipment needs.

Senior Executive Service Candidate Development Program

The USSS is committed to developing a cadre of highly qualified individuals representative of the diversity of the USSS workforce, to fill Senior Executive Service positions. In 2017, the Executive Resources Management Program worked diligently to prepare aspiring senior executive leaders and further develop their Executive Core Qualifications.

FY 2017 Accomplishments:

- One Hundred percent certification of USSS SES and SL Performance Management Systems;
- Seamlessly executed the submission of the FY 2018-19 SES/SL Biennial Allocations Review;
- Strategically led recruitment and selection processes for the DHS and USSS SES Candidate Development Programs (CDP) resulting in 31 USSS selections;
- Achieved OPM SES certification for 28 USSS employees and promoted 15 CDP graduates to SES; and
- Successfully managed the recruitment and onboarding of key executive level positions, to include:
 - Chief and Assistant Chief Uniformed Division (in process);
 - Deputy Chief Financial Officer;
 - Cyber Policy and Strategy Director; and
 - Technical Advisor – Engineering and Scientific Operations.





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